

# FINANCIAL TIMES

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**EU institutional reform**  
A worthy cause for the return of Jacques Delors?  
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**European film industry**  
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**Deutsche Bank**  
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## WORLD NEWS

### Brussels takes France and Italy to task over 35-hour working week

France and Italy face European Commission criticism today over their plans to introduce a 35-hour working week. Brussels argues the proposals will not promote flexible labour markets or job creation. European Union finance ministers will consider the commission's macro-economic guidelines next week. Page 12

**Defence system falls test**  
The Pentagon's costly THAAD defence system failed a fifth flight test because of a booster fault. The system is meant to protect troops from short- and medium-range missile attacks. Page 4

**Funds sought for N Ireland**  
UK finance minister Gordon Brown is to tour 10 US cities in quest of investments to underpin Northern Ireland's peace settlement. Page 8

**Turkish police in big drugs bust**  
Turkish police said they seized \$40m-worth of heroin bound for the Netherlands in an operation in western Turkey. Six people were held after the operation by Turkish and Dutch police and Interpol.

**'Little progress' on Kosovo**  
US envoy Richard Holbrooke admitted he had made little progress in getting ethnic Albanian separatists in southern Serbia to open direct talks with Belgrade on stopping the Kosovo conflict. Page 2

**Fires 'under control'**  
Bush fires in East Kalimantan on Indonesia's side of Borneo are under control thanks to recent rains, environment minister Juwono Sudarsono said at an Asean workshop on the smoke haze problem.

**Nuclear reprocessing halted**  
Scotland's Dounreay nuclear complex has been ordered to halt most operations until it can convince the UK's nuclear watchdog it is safe. Page 8

**Russia seeks to host G8**  
Russian president Boris Yeltsin made a bid to host a future summit of the world's leading industrialised nations. He suggested Japan allow Russia host the 2000 G8 summit in its stead. Page 2

**Spy voices relief**  
American Jew Jonathan Pollard, jailed for life in the US for spying for Israel, said he was grateful Israel had finally recognised him as its agent. Israel admitted his role 13 years after denying him sanctuary in its Washington embassy.

**Poll gives Bush the edge**  
George Bush, Republican governor of Texas, narrowly led Vice President Al Gore in a USA Today/CNN Gallup Poll on the 2000 presidential election. Page 4

**Nigerian opposition man held**  
Nigerian security agents seized Ayo Opeokun, a top official with Nigeria's main opposition group. Separately, violent pro-democracy demonstrations raged in a south-western city.

**Taiwan policy maker in Hong Kong**  
China-Taiwan ties showed signs of warming as Chang Kuo-yuh, Taipei's top China policy maker, visited Hong Kong and Taiwan invited a senior Chinese official to visit the island.

**Death sentence suspended**  
A Pakistan court suspended the death sentence passed on a Christian under the country's Islamic blasphemy law. Last week a Pakistan bishop committed suicide in protest at the law.

## BUSINESS NEWS

### Belgium's biggest bank steps nearer to merger with Fortis financial group

Directors of Générale de Banque, Belgium's biggest bank, agreed to back a merger with Fortis, the Belgium-Dutch financial group, to create one of Europe's 10 biggest banks. Its total market capitalisation will be about \$33.6bn. Page 13; Lex, Page 12

**News Corporation's attempt to break into US satellite television** faced its biggest hurdle to date as the government prepared a lawsuit in a bid to block News Corp's \$1.1bn joint venture deal with a cable TV consortium. Page 13

**The United Arab Emirates** announced an order for 80 advanced US-made F-16 fighter jets worth about \$7bn. Earlier story, Page 6

**Deutsche Bank changed the management structure** of its new wholesale banking division to place a higher priority on the German bank's European activities. Page 13; New role for US, Page 17

**Deutsche Telekom, German telecoms group**, is to take a DM5.5bn-DM4.5bn (\$1.9bn-\$2.5bn) charge because of a regulatory ruling which it claimed would hit its loss-making cable television activities. Page 14

**Seagram, Canadian drinks and entertainment group**, is formulating a bid for 100 per cent of PolyGram, the world's largest record company. Page 13; Uncertain future, Page 14

**Scandinavian Airlines System** said it had lost SK250m (\$32.5m) during Denmark's 11-day national strike. Page 14

**Young & Rubicam**, the world's fifth-largest advertising agency, made its debut on Wall Street where shares in its initial public offering jumped more than 10 per cent to \$28. Page 18

**BCE, Canadian telecoms group**, put its 14.25 per cent stake in Cable & Wireless Communications of the UK up for sale. Page 18

**Port of Belfast, largest harbour** facility in Northern Ireland, was put up for sale by the UK Labour government. Page 8

**Japan's wholesale price index** dropped 2.7 per cent year-on-year in April, underlining fears that the economy could be slipping into a deflationary cycle. Page 7

**Australia reported its first budget** surplus for nearly a decade in spite of the negative impact of Asian economic turmoil on growth and employment. Page 7

**Seangyang, South Korea's** eighth-largest conglomerate, said it planned to sell \$1bn in assets to foreign investors. Page 16

**South African Breweries** said it would concentrate on its core drinks business and announced provisions of R1.1bn (\$220m) against the disposal of other parts of the conglomerate. Page 14

**Alphatec Electronics' creditors** filed a court petition to rehabilitate the Thai semiconductor company under the country's new bankruptcy law. Page 16

## World Equity Markets

The latest trends and data from more than 50 national markets at a glance  
Page 33

## Indian nuclear tests provoke sanctions and cuts in aid

New Delhi's action threatens regional stability, warns President Clinton

By Our International Staff

President Bill Clinton said yesterday he was deeply disturbed by India's nuclear tests and that he would implement sanctions against New Delhi, as mandated by US law.

The legislation, ratified by Mr Clinton in 1994, would require the US to stop official aid and credits and bar US commercial banks from making loans. The law also requires the US to vote against loans to India at the World Bank and International Monetary Fund.

"This action by India not only threatens the stability of the region, it directly challenges the firm international consensus to stop the proliferation of weapons of mass destruction," Mr Clinton said. The 1994 law contained "very stringent provisions", which he intended to implement fully.

He called on India to announce an intention to conduct no further nuclear tests and to sign the Comprehensive Test Ban Treaty "now and without conditions".

India offered no immediate reaction to Mr Clinton's demands. But in a bid to contain criticism, Atal Behari Vajpayee, prime minister of the nationalistic government, sent letters to six world leaders, including President Clinton, explaining why India had opted to conduct its first nuclear test in 24 years.

The US urged Pakistan, India's neighbour and rival, to show restraint. But Nawaz Sharif, Pakistan's prime minister, said: "I want to assure the whole nation that, God willing, we are aware of Pakistan's legitimate security concerns and I think we can take our decisions ourselves."

Japan said it was highly likely that it would impose sanctions against India. Germany said it had cancelled negotiations with India on development aid.

Derek Fatchett, UK foreign minister, said he and his European colleagues were "surprised and disgusted" by the nuclear tests.

But he said Britain, one of the biggest donors to India, would not stop sending aid.

Officials in Bonn and Tokyo said further action would be taken, probably at the Birmingham summit of Group of Eight world leaders this week, where India is likely to top the agenda.

Ryutaro Hashimoto, Japan's prime minister, said India had ignored a letter from him six weeks ago asking New Delhi not to resume nuclear testing.

Last year Japanese aid to India totalled ¥136.5bn (\$1bn), in loans and grant aid. This represents nearly half of India's entire overseas aid, making Japan the largest single aid donor to New Delhi.

In Delhi, Pramod Mahajan, political adviser to Mr Vajpayee, said India would not yield to pressure. The tests had made India "a global player", Mr Mahajan said. "And when you are a global player, you have room to negotiate."

The Indian cabinet yesterday affirmed its continued commitment to global nuclear disarmament within a stipulated time frame. However, it said until the nuclear environment around it was changed, India's national security interests "would remain paramount".

The nuclear tests have been greeted with jubilation by Indians, many of whom believe their country will now receive the international respect they feel it deserves.

"It's a great thing," said Dr Jay Dubashi, head of the ruling Bharatiya Janata party's economic policy cell. "We always say we are poor, we don't really count. Now we will."

China condemns, Page 7  
Explosion of self-esteem, Page 11



An injured student from Trisakti University, Jakarta, is carried away from protests yesterday at which four demonstrators were killed by Indonesian security forces. The clashes raised concerns that violence was escalating across Indonesia as more people demanded President Suharto's removal from office. Report, Page 12. Picture: Reuters

## Strasbourg approves move on biotechnology patent laws

Directive will help European groups compete with US and Japanese rivals

By Samer Iskander in Strasbourg and Daniel Green in London

The European Parliament yesterday made it easier for EU biotechnology companies to close the gap with their US competitors when it approved legislation to bring European patent laws into line with those of the US and Japan.

Proponents of the EU directive on the legal protection of biotechnological innovations had warned that failure to adopt the text could lead to a "brain drain" of European scientists to the US.

But the measure was fiercely opposed by environmentalists, religious groups, and political parties of the extreme left and extreme right. They argued that the directive was immoral and would stifle rather than encourage research.

In spite of the opposition, the parliament yesterday approved an amended version of the measure, three years after rejecting the initial text. The decision paves the way for the directive to

be translated into national legislation once it has been formally adopted by ministers from the 15 member states.

The directive aims to harmonise national laws governing patents on biotechnological innovations. Its adoption signals a more sympathetic approach to the fledgling industry by European legislators.

The approved text takes into account amendments proposed by the parliament after it rejected the initial text agreed by ministers.

Ministers went back to the drawing board and agreed to meet most of the assembly's requirements. The text allows the patenting of genetically modified plants and animals, but not humans.

It explicitly bans the cloning of human beings and changing human genes in such a way that the changes could be inherited.

On the question of the human body, the parliament's amendment was adopted word for word: "The human body, at the various

stages of its formation and development, and the simple discovery of one of its elements cannot constitute patentable inventions."

Opponents of the directive failed to gather enough votes to force new amendments, which could have delayed adoption by several years. Pressure groups were yesterday fighting a rearguard action with, for example, the British Union for the Abolition of Vivisection, again denouncing the directive.

Mario Monti, the EU single market commissioner, said the amended text guaranteed a balance between the specific concerns of patent law and ethical concerns.

The European biotechnology industry has grown to more than 1,000 companies, according to a survey last month by Ernst & Young, largely as a result of expansion in Germany, France and the UK. Most are still tiny, employing fewer than 40,000 people compared with 140,000 working in the US biotechnology sector.

## Sun tries to block the launch of Windows 98

By Louise Kahoe in San Francisco

Sun Microsystems of the US took legal action yesterday seeking to stop arch-rival Microsoft launching Windows 98, its new personal computer operating system, unless it is modified.

In a federal court filing, Sun - a Silicon Valley computer manufacturer and software developer - said that Microsoft's new personal computer operating system would become a "massive distribution vehicle" for disputed technology.

Federal and state anti-trust regulators are expected to file new charges against Microsoft within days, which may also include demands that it delays distribution of Windows 98.

The government has been investigating whether Microsoft has used exclusionary or predatory practices to restrain competition.

Microsoft dismissed the legal motion as a "publicity stunt". "The timing is suspicious," said Tod Nielsen, manager of Microsoft's developer relations. Sun was seeking to ride the wave of public interest in Windows 98, he added.

Windows 98, which is scheduled to be shipped to PC manufacturers on Friday and introduced as a retail product next month, is an updated version of the most widely used PC operating system. Bill Gates, Microsoft chairman and chief executive, said last week that any govern-

ment action to disrupt shipment of Windows 98 would "hurt the American economy and would cost American jobs". The effects, he said, "would be profound and would ripple through the economy".

Yesterday's action by Sun is separate to any legal moves by the government or states, and concerns the Sun-developed Java, the new lingua franca of the computer world.

For the first time, Java enables software developers to write programs that will run on any type of computer linked to the internet or a corporate network.

Sun has licensed Java to more than 100 software developers over the past two years. Microsoft, one of the licensees, has used Java in the internet browser program which is part of Windows 98.

In October, Sun filed a lawsuit charging that Microsoft had "deceptively modified" Java so that it works better with Windows, effectively "co-opting" the technology to enhance its Windows monopoly. Microsoft filed counter-charges claiming breach of contract.

Sun said yesterday it was seeking a preliminary injunction to block shipments of Windows 98 until it was modified to incorporate a "pure" version of Java.

Microsoft shares were trading at 88 3/4 in mid session yesterday, down 5 1/2 from Monday's close. Sun was unchanged at \$41.

**Chopard**  
GENÈVE  
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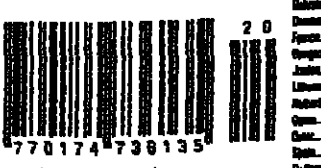
The new movement  
**L.U.C.**  
Heir to a proud watchmaking tradition

The automatic movement presented by Chopard is called L.U.C. - short for Louis-Chopard - in tribute to the company founder. Setting this fine calibre off to its lowest advantage, the L.U.C. men's watch is produced in limited series of 100 in yellow gold, rose gold, white gold and platinum. Shaped with the "crescent de Genève" hallmark and a hand-polished dial, Ref. 1610/1620. Available at leading watch-merchants and jewellers worldwide. For an illustrated catalogue and list of authorised representatives, please telephone J.W. Brown Ltd on 0171-4946655 or fax 0171-4946656.  
E-mail: [lucc@brown.co.uk](mailto:lucc@brown.co.uk)

## WORLD MARKETS

STOCK MARKET INDICES		GOLD	
New York: Dow Jones	9078.56 (-1.58)	New York: Comex	3298.0 (200.3)
NASDAQ Composite	1841.00 (-4.48)	(May)	
Europe and Far East		London:	3298.05 (201.18)
DAI	3087.33 (-29.81)	COMMODITY RATES	
DOJ	3297.35 (-44.56)	Dollar	
FTSE 100	3529.7 (-1.71)	New York: Comex	
Nikkei	14322.48 (-58.42)	Gold	1.835
US CURRENCY RATES		Platinum	1.775
Federal Reserve	5.5%	PV	5.948
3-month Treasury Bill	5.125%	SV	1.4787
Long Bond	5.81%	Y	134.915
Yield	6.022%	London:	
OTHER RATES		Gold	1.8342 (1.9828)
US 3-month Interbank	7.75%	DM	2.7747 (1.7775)
US 10 yr Bond	108.7887 (110.018)	PV	5.951 (6.9828)
France 10 yr Bond	103.54 (103.54)	SV	1.4811 (1.4822)
Germany 10 yr Bond	102.16 (102.16)	Y	135.83 (132.71)
Japan 10 yr Bond	111.4 (111.1)	Tokyo Close	
NORTH AM. OIL (Average)		Shelter	2.902 (2.898)
West Coast	\$14.69%	Oil	

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# WORLD NEWS

EUROPE

## Yeltsin in bid to host G8 summit

By Chrystia Freeland in Moscow

Russian President Boris Yeltsin yesterday made a bid to host a future summit of the world's leading industrialised nations and challenged an inquisitive American to a sporting competition in a day of energetic traditional and high-tech diplomacy.

The formalities were observed at the foreign ministry, where Mr Yeltsin praised his team in a rare personal appearance and awarded top diplomats, including the foreign minister, with state medals.

Afterwards, Mr Yeltsin answered questions in his first internet press conference in an effort to raise Russia's profile ahead of the Group of 8 industrialised nations' summit in Birmingham next week.

At the foreign ministry, Mr Yeltsin lavished praise on Yevgeny Primakov, the 69-year-old former spy-master. Hinting that Mr Primakov would keep his job until the president's current term runs out in 2000, Mr Yeltsin commended him for building a coherent diplomatic team and restoring Russia's international prestige.

Mr Primakov has criticised the close US links which Russia developed immediately after the collapse of the USSR and has called for a more "balanced" policy including restoration of ties with traditional Soviet allies.

In a show of Kremlin support for this approach, Mr Yeltsin called for the creation of a "multi-polar world", a clear reference to Moscow's efforts to counter US dominance.

However, in a move likely to be welcomed in Washington, Mr Yeltsin made a fresh appeal to the Russian parliament to ratify the Start-2 nuclear arms treaty, which has been blocked by Communist legislators.

Mr Yeltsin also called on Russian diplomats to pursue economic diplomacy more aggressively and promised to improve the status and salaries of the nation's underpaid and demoralised diplomatic corps.

The president also engaged in some energetic diplomacy of his own, venturing into cyberspace, where he took questions from "world citizens of the internet."

They ranged from concerns about the Kremlin chief's health - which he parried by challenging his American interlocutor to a sports match - to Mr Yeltsin's assertion that Russia was not "mature enough" for a woman president.

The Russian leader also used the internet to ask for a political favour. He suggested that his "dear friend" Ryutaro Hashimoto, Japanese prime minister, allow Russia to take Japan's place as host of the G8 summit in 2000.

## Kiriyenko: the mockery turns to approval

The hope is his cabinet will be the most effective since Russia's market changes began, writes Chrystia Freeland

When President Boris Yeltsin of Russia first announced that baby-faced Sergei Kiriyenko, 35, would lead his new government, the world's initial response was astonishment. The New Yorker magazine captured the mood with a cartoon of a little boy announcing proudly into his toy telephone: "Yes, Boris Nikolaevich, I would be honoured to join the cabinet."

But as Mr Kiriyenko weathered a fraught confirmation battle with the parliament in April, then assembled his cabinet, the mockery has turned to approval. Russian reformers and western economists like the ministerial team Mr Kiriyenko has chosen. Some even dare to hope the new cabinet will be Russia's most effective and progressive government since those led by Yegor Gaidar at the outset of Russia's market transformation.

"So far, so good," concluded Christopher Granville, chief strategist at Fleming UCB, a Moscow-based investment bank. "The new government is lucid, has a clear grasp of the problems it will face, and the individual members seem of high quality."

Itogi, an influential Russian news magazine, was bolder, describing the new cabinet as "a government with the policies of Yegor Gaidar and the teeth of Anatoly Chubais (the reform guru sacked by Mr Yeltsin last month)".

Mr Kiriyenko, expected to put the finishing touches to

his cabinet this week, has chosen his ministers in his own image: young, provincial and with business experience in Russia's fledgling market economy. Victor Semenov, 40, the new agriculture minister, has made a fortune selling beef to McDonald's. Victor Khristenko, 41, one of a troika of deputy prime ministers, is a former businessman from Cheliabinsk, in the Urals.

The new government's supporters hope it will be more effective than the often squabbling and slow-moving team led by Victor Chernomyrdin, the outgoing prime minister sacked by Mr Yeltsin in March. "The Chernomyrdin government sought compromise," Mr Chubais said in a recent interview with the magazine Novoe Vremya. "But now, the president has chosen conflict. That means we have the chance to form a government able to take the steps vital for the economy and the country, even if they do not please the opposition and Beresovsky [a powerful magnate and recently appointed government official]."

Mr Granville agreed, pointing out that the new government, in contrast to Mr Chernomyrdin's battle-scarred team, is largely free of the sins, controversial friendships and political animosities the previous cabinet accumulated during the turbulent economic transition of the past few years.

"They've brought in fresh talent, not burdened by battles with the oligarchs," he



Boris Yeltsin (left) and Yevgeny Primakov (right) would remain foreign minister until the president's term runs out in 2000. Reuters

said, referring to the bruising bankers' war which helped discredit the old government.

Over the past few days, Mr Kiriyenko and his cabinet have given some credence to these hopeful predictions. In a sign that the new government intended to confront Russia's troubled fiscal situation directly, Mr Kiriyenko announced last week the state was unable to pay more than a quarter of its financial obligations. "We must tell the people honestly that Russia is quite a poor country," he declared.

His ministers took up the baton over the weekend, reiterating government plans to sack more than 200,000 civil servants. When this was first publicly floated in the FT in March, it earned its author, Alexei Kudrin, the highly respected deputy minister of finance, scathing criticism from the Kremlin. But now the new cabinet is in place, the government seems unafraid to admit its painful reform plans.

Not everyone is convinced the Kiriyenko team will act on its tough rhetoric. Some Russian analysts doubt the

new premier has the long-range vision to reform Russia's crony capitalism or cope with its economic dependence on oil exports, the price of which is falling. Others wonder how long the new team will avoid being entangled in the corporate web which ultimately immobilised the old cabinet.

In the short term, Mr Kiriyenko's biggest challenge will be to keep the attention of Russia's sometimes erratic president. When he acts, Mr Yeltsin is almost always an ally of reform.

But as he ages, he seems increasingly inclined to alternate bursts of frantic political activity and prolonged professional hibernation. That would be fatal for Mr Kiriyenko, who will need his backing to cut through Russia's huge bureaucracy and deal with its powerful regional chieftains.

The presidential race in 2000 draws closer. If Mr Kiriyenko cannot deliver a prospering economy to the next president, the Kremlin's new master could choose to abandon the market course.

Russia's oil barons, Page 24

## Broader German recovery forecast

By Ralph Atkins in Bonn

Germany's export-powered economic recovery is expected to broaden this year and in 1999, with a marked pickup in domestic demand, according to forecasts by six leading economic institutes yesterday.

But Chancellor Helmut Kohl faces the prospect of only a modest reduction in unemployment as he fights for another term in office in September's election.

In former Communist eastern Germany, unemployment will be higher this year

than last and growth will remain significantly below that in the west.

Government ministers seized on the institutes' spring report as evidence of the improvement in economic fortunes needed to boost the centre-right coalition's poor opinion poll ratings.

Theo Waigel, finance minister, said a turning point had been reached in combating high unemployment. "The punctual start of the euro single currency will lead to a lasting improvement in the climate for

investment and employment," he said.

Investment in plant and machinery is expected to rise by 6.5 per cent this year and 7.5 per cent in 1999, compared with 3.9 per cent in 1997. After remaining virtually stagnant last year, private consumption is forecast to rise 1.7 per cent in 1998 and 2.1 per cent next year, with consumer confidence helped by increased real disposable incomes and a pickup in employment.

The institutes, based in Berlin, Hamburg, Munich, Kiel, Halle and Essen, expect last year's rapid export growth to slow over the next 18 months. South-east Asia's economic turmoil could cut German exports by up to two percentage points.

The institutes have also trimmed their overall growth forecast for 1998. The 2.8 per cent growth rate forecast last October was yesterday revised down to 2.6 per cent. For next year, the institutes expect 2.7 per cent growth.

In addition, Germany will continue to remain blighted by high unemployment, caused largely by structural

problems. The total this year is expected to remain roughly constant at 4.38m, before falling to 4.2m in 1999.

East German unemployment will also fall slightly next year. Oskar Lafontaine, chairman of the opposition Social Democratic party, said the high level of unemployment remained the defining question of German politics.

The institutes are optimistic that the euro will not depreciate after its launch next year and suggest a modest appreciation against the dollar is possible.

Not everyone is convinced the Kiriyenko team will act on its tough rhetoric. Some Russian analysts doubt the

## Prodi urged to reshuffle ministries

By James Giltz in Rome

Romano Prodi, Italy's prime minister, is being forced to consider a hasty restructuring of Rome's government ministries because of a row triggered by the recent mudslide disaster in the Naples region.

Massimo D'Alema, the leader of the Party of the Democratic Left (PDS), which is the main party in the government coalition, is demanding that Mr Prodi should dissolve the powerful ministry of public works.

The ministry is responsible for a wide range of environmental policies, including building programmes and emergency relief in times of disaster. But its recent rescue operation in the Campania region, where more than 135 people died, has been criticised for inefficiency.

Mr D'Alema is demanding that the powers of this ministry, which is headed by one of Mr Prodi's closest aides, Paolo Costa, should be divided up between Italy's environment and transport ministries to avoid any overlap in operations.

Mr Prodi, who has long feared that a serious government reshuffle could upset the balance of forces in his coalition, is resisting the move. He has deferred a decision on the issue until a cabinet meeting in ten days.

Mr D'Alema's demand is a calculated attempt to reassert his authority within the ruling coalition, amid fears that he has been outmanoeuvred in recent months by the more "technocratic" Mr Prodi.

Any diminution in the powers of the public works ministry would be a blow to Mr Costa. The powers of the public works minister - with his £1.2/000bn (£5.9bn) annual budget - would go to departments led by politicians from the green party and the PDS over whom Mr Prodi has less sway.

Moreover, Mr Costa, a member of the former Christian Democratic Popular Party (PPI), could not be deprived of his power base without upsetting the delicate balance of forces in the ruling coalition.

The betting in Rome yesterday was that this latest row would end in the inevitable compromise in which all ministers would keep their jobs. But the perception of who wins this battle - Mr D'Alema or Mr Prodi - could have policy implications.

## Holbrooke sees little progress on Kosovo

By Guy Dinmore in Belgrade

Richard Holbrooke, the US envoy shuttling between ethnic Albanian separatist leaders in southern Serbia and the government in Belgrade, admitted yesterday he had made little progress in getting the two sides to start direct talks on stopping the conflict in Kosovo province.

Slobodan Milosevic, the Yugoslav president, has rejected western demands for third-party mediation. He has also told the US and its allies to remove sanctions imposed over the past two weeks that block new investments in the republic of Serbia and freeze government funds abroad.

Ibrahim Rugova, leader of the ethnic Albanian party that is waging a non-violent

campaign for Kosovo independence, has resisted US pressure to denounce the separatist Kosovo Liberation Army (KLA) and refuses to enter talks with Belgrade without mediation.

"We are trying to get a process going. All other details are being discussed and, I might add, without much progress," Mr Holbrooke said after meeting Mr Rugova in the provincial capital, Pristina. He then flew to Belgrade for his third round of talks with Mr Milosevic since Saturday.

US officials warned Mr Holbrooke might end his mission unless progress was achieved soon.

Failure could result in a full-scale war in Kosovo. Diplomats believe Mr Milosevic is using the conflict not only to recover his former position as the main power-broker in the Balkans but also to remove his main political opponent, Milo Djukanovic, the pro-western president of the small republic of Montenegro.

Allies of Mr Milosevic yesterday announced they would initiate a vote of no confidence in the federal Yugoslav government led by Radoje Kotic, the prime minister. He was long regarded as loyal to Mr Milosevic but is believed to have opposed a state of emergency that would have stopped Mr Djukanovic's inauguration in January.

The low-level war in Kosovo between the KLA and Serbian forces has claimed over 150 lives this year and

threatens to move from the mainly Albanian-populated countryside into towns with a greater ethnic mix.

Residents of Pristina heard heavy gunfire for over an hour in the eastern suburbs early yesterday.

Officials said that one policeman was wounded in an attack by "terrorists" and that police killed a 55-year-old man in response. Police said they then raided a house and seized a cache of weapons, military fatigues and terrorist training manuals.



Ibrahim Rugova (centre), with US envoys Richard Holbrooke (right) and Robert Gelbard. Reuters

## Move to speed oil cash to Baku

By Robert Corzine in London and Carolea Gail in Moscow

Foreign oil companies developing the biggest offshore project in the Caspian Sea region are seeking ways to speed up the remittance of revenues to Azerbaijan, amid concerns that a cash shortage could undermine the country's stability.

The Azerbaijan International Operating Company (AIOC) - the consortium behind the \$8bn development of the offshore Azeri, Chirag and deepwater section of the Guneshli fields - has been producing limited amounts of oil since last autumn, but very little revenue is flowing to President Haydar Aliyev's government.

"We have to find a way to provide money to Azerbaijan," said one western oil

executive. "We can't play fast and loose with these people. It's their lives we're talking about." The executive's comments confirm growing unease in the oil industry about managing the expectations of emerging oil producers in the former Soviet Union and elsewhere.

Azerbaijan and its 7m people are surviving largely on the hope of future oil wealth. The country is grappling with enormous social problems after a six-year war over Nagorno-Karabakh, the Armenian-populated enclave, and the burden of some 850,000 refugees.

The AIOC project is seen as the bellwether for international oil developments in the Caspian. "Early oil" from the first phase of the project started to flow late last year. But it could be some years before the Baku government

saw any sizeable revenues from the project. That is because the production-sharing agreement signed by the AIOC and Baku in 1994 allowed the companies to recover their costs first.

About \$1bn has been spent on developing the Chirag One platform. It will eventually produce around 115,000 barrels a day, although present production is only about 40,000 b/d. This is exported via a northern pipeline to the Black Sea Russian oil terminal at Novorossiysk.

The consortium needed to spend an additional \$275m to build a new western export pipeline to neighbouring Georgia, after the existing line was found to be unusable. The AIOC and the government have failed to agree on how the extra funds for the pipeline should be recovered by the consortium.

Some oilmen argued the only way to boost revenues was to raise the capacity of Chirag One and export the additional oil via the western pipeline, which should be completed next year.

Officials at Azerbaijan's state oil company, Socar, were guarded about accelerating output from the AIOC. "There is talk of this, but as yet no decisions have been taken," said Khoshbakht Yusefzade, vice-president in charge of exploration.

An alternative might be to simplify the technology employed on the next phase of development, which the consortium is expected to approve later this year. Mr Yusefzade declined to say whether Socar, which held 10 per cent stake in the consortium, was prepared to accept changes in the standard of technology.

## NEWS DIGEST

### TURKISH ATTACK

#### Rights activist shot after claim of Kurdish link

A leading human rights activist was critically injured after being shot in his office in central Ankara by two unidentified assailants.

Akin Birdal, president of Turkey's Human Rights Association, suffered six bullet wounds in the leg, chest and shoulder in the midday attack and underwent surgery for the removal of some of the bullets, according to Tefik Ali Kucukbas, chief physician at Sevgi Hospital.

The assailants, described as men in their early 20s, fled the scene. Scores of supporters and journalists waited for word outside the hospital, where security was tightened. Some in the crowd jeered Murat Basesoglu, the interior minister, and other members of the government as they arrived at the hospital.

Husnu Ondul, general secretary of the association, said Mr Birdal had received death threats and that authorities had ignored the rights leader's request for increased security. According to Turkish press reports, a recently captured Kurdish rebel leader accused Mr Birdal of working closely with fighters of the outlawed Kurdistan Workers party, a claim the rights leader denied. Kelly Couturier, Ankara

### UKRAINE ECONOMY

#### President warns on currency

Leonid Kuchma, Ukraine's president, said yesterday the government and central bank must change policies on the hryvnia so that the exchange rate kept pace with inflation.

"Corrections are necessary in monetary policy, since the orientation towards raising the rate, which has been in place for the past two years, hurts national producers, above all exporters," Mr Kuchma told parliament.

Until this year the hryvnia rate has depreciated more slowly than the inflation rate. The currency has been kept in a band of 1.80-2.25 hryvnias to the dollar in 1998, against a band of 1.70-1.90 per dollar for most of last year.

Exporters have put pressure on the government to devalue the hryvnia to make their goods more attractive abroad.

Mr Kuchma said the government planned to slow inflation to 7-8 per cent in 1999 from a forecast 10-12 per cent this year. Inflation would drop further to 5-6 per cent at the turn of the century and beyond, he added. Reuters, Kiev

### FRENCH BOMBING

#### Corsicans admit attack

Corsican separatists claimed responsibility yesterday for the bombing of a public building on France's mainland, saying it ended an unannounced three-month truce in their "military fight" against French rule.

The blast, on Saturday, tore a large hole in the facade of the building that houses the regional council for the Provence-Alpes-Côte d'Azur region in the Mediterranean port of Marseilles.

At the same time, three masked bombers were caught red-handed in Ajaccio, Corsica's capital, before their explosives could blast a bank, French police said.

The Corsican National Liberation Front-Historical Wing (FLNC) said in a statement it had called an "observation period" after the assassination three months ago of the prefect Claude Erignac, the French government's top representative on Corsica.

"This period was used by the French state... and an arrogant and contemptuous press to try to discredit the whole [Corsican] people... We are resuming our fight today," the FLNC said.

Police have arrested dozens of Corsican nationalists since the assassination of Erignac, but have not found any murder suspect. Reuters, Ajaccio

### DANISH REFERENDUM

#### Tabloid urges No vote

Danes who support the European Union's Amsterdam treaty on closer integration confronted a new opponent yesterday when the country's biggest circulation newspaper launched a campaign against ratifying the document in the referendum on May 28.

"The limit has been reached," declared the tabloid Ekstra Bladet. "The erosion of Denmark as a nation state must stop." In 1992 the paper urged readers to vote in favour of the EU's Maastricht treaty, which was first defeated, but was approved by a second referendum in 1993.

Ekstra Bladet takes pride in supporting the underdog against the establishment. In the present case, it is the only national newspaper which is campaigning against the Amsterdam treaty.

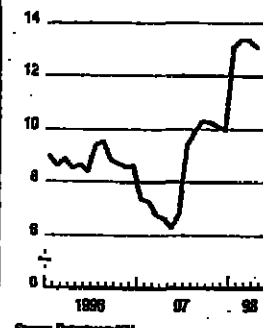
Other newspapers took Ekstra Bladet's conversion sufficiently seriously to carry articles analysing its possible impact on opinion in the referendum. But the conclusion was that Ekstra Bladet alone could not swing the vote one way or the other. Hilary Barnes, Copenhagen

### ECONOMIC WATCH

#### Czech inflation levels off

Czech Republic inflation

Annual % change in CPI



Czech inflation, which has risen rapidly since a depreciation in May last year, levelled off in April, falling 3 percentage points to 13.1 per cent year-on-year from 13.4 per cent. Inflation rose 0.3 per cent month-on-month after edging up 0.1 per cent in March. Analysts believe inflation will fall to below 11 per cent by the end of the year as the stronger crown and austerity measures imposed after the currency crisis reduce import prices and consumption. Inflation has also been increased by big rises in indirect taxes, rents and utility charges, which will be raised again in July. Last year the central bank created a new net inflation measurement to screen out these factors and set a target of 5.5 - 6.5 per cent for the end of this year.

In March net inflation also fell 3 percentage points to 7.8 per cent and analysts believe the bank's target will be met, particularly as it will be compared against the higher base in the second half of 1997.

"The only danger is if the crown weakens around the elections [due in June]," said Boris Gomez at ING Barings in Prague. Robert Anderson, Prague

### CORRECTION

#### Antonio Maria Costa

Due to an agency error, a picture caption in yesterday's FT wrongly identified Antonio Maria Costa, secretary-general of the European Bank for Reconstruction and Development, as Jacques de Larosiere, the bank's former president.



## 'False figure' claim over Spanish deficit

By David White in Madrid

José Borrell, the Spanish Socialist's newly elected candidate for prime minister, yesterday accused the cent-right government of falsifying its budget deficit in a blistering onslaught in parliament.

In a combative and controversial debut as opposition leader, Mr Borrell launched into a sarcastic attack on government "self-satisfaction" which drew noisy bawling from the ruling Popular party (PP).

The clash came during the annual state of the nation debate, marking the first crossing of swords between Mr Borrell and José María Aznar, the prime minister. Mr Borrell's radical tone promised a fiery contest in the run-up to general elec-

tions, not due until early 2000. He accused the government of undermining the social security system and camouflaging a shortfall which would have excluded Spain from qualifying for the European single currency.

He claimed that with proper accounting the budget deficit should have been 4.3 per cent of GDP last year, against the official 2.5 per cent. He also attacked the government's record on health and education, and said it had "no project" in foreign policy.

Mr Borrell's outburst came after a weekend opinion poll in the pro-Socialist daily El País indicating that the opposition party had recaptured a 1.5 point lead over the PP.

He was replying to a sober opening speech in which Mr

Aznar recalled Spain's strong recent economic performance and pledged further returns to put the country on "a new path of prosperity". Mr Aznar promised to stimulate more job creation by removing obstacles to new hirings, encouraging more part-time working and more training.

He said Spain was placed to reduce unemployment, currently 19.6 per cent, to the level of European Union partners. "We now have the chance of cutting off the main problem we have been dragging with us for the past 20 years."

Mr Aznar vigorously defended his government's recently announced income tax reform, due to take effect from next year and a main plank of its strategy in the next elections. He said high



Parliamentary colleagues applaud Aznar as he sits down after his speech yesterday

Reuters

earners would pay a proportionally greater part of the burden, while 9m Spaniards earning less than Ptas2m (\$13,300) a year would see

tax bills cut by 30 per cent. The drop in tax revenues would not affect Spain's ability to meet the deficit targets laid down in its stability

plan for the single currency, he said.

Mr Borrell said the government had no sense of direction over the euro.

## Romania to press on with tough budget

By Stefan Wagstyl in Kiev

The Romanian government plans to press ahead today with a tough budget designed to cut government borrowing and reduce inflation, despite political pressure for spending increases.

Daniel Daianu, finance minister, promised yesterday that ministers would fight hard to get their proposals through parliament when debate starts today on the much-delayed 1998 budget.

"I think we have enough political support now to execute the budget and keep the economy under control," Mr Daianu told the Financial Times yesterday during the annual meeting in Kiev of the European Bank for Reconstruction and Development.

The budget has been postponed by a protracted political crisis in the multi-party coalition which has held a fragile grip on power since the 1996 general election.

The coalition, led by the Democratic Convention, has tried to pursue macro-economic stabilisation and market-oriented reform more coherently than the post-Communist governments which ruled Romania between 1990 and 1996.

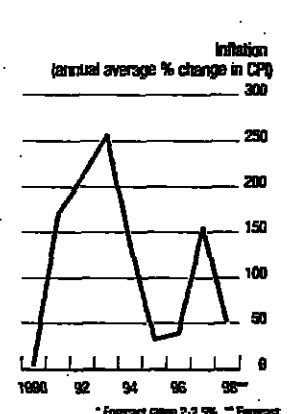
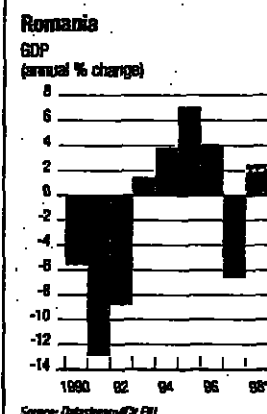
After an impressive start, bickering among the coalition partners delayed reforms and flared into a political crisis which ended with the resignation of Victor Ciorbea as prime minister.

ter last month and his replacement by Radu Vasile.

Last year, the squeeze on government spending contributed to a 6.6 per cent decline in economic output, and increases in artificially low, government-controlled prices for energy helped raise the inflation rate threefold to 151 per cent by December.

Mr Daianu is forecasting a drop in annual inflation to 45 per cent by the end of this year, falling to 20-25 per cent by the end of 1999. The economy is expected to stop shrinking this year and expand by 2.5 per cent next year. However, Mr Daianu said the achievement of these targets depended partly on implementing an ambitious sell-off programme designed to raise over \$2bn, including sale of a 30 per cent stake in Romtelecom, the telecoms utility, and controlling stakes in two banks - Banc Post and the Romanian Development Bank.

Foreign investors were initially impressed by the coalition government and last year injected \$1.6bn in foreign direct investment, taking the total to \$3.8bn. But most came in the first few months and current levels are low. Christoph Rühl, EBRD economist responsible for Romania, said the country had great potential for investors "but everything depends on them getting their political act together".



Source: Datatrend/CPI EU

\* Forecast range 2.5-3.5% \*\* Forecast

## Italy's second city is aiming to build on its assets

Milan is hoping to raise up to \$3bn for development projects with a massive sale of municipal enterprises. Paul Betts talks to the city's mayor about his ambitious privatisation plans

Professor Giacomo Vacaggio, one of the Italian prime minister's economic consultants and until a few days ago mayor of the northern city of Piacenza, recently touched off a storm by suggesting that the Rome city government privatise the Colosseum.

"I was joking," he said. "But some people took me seriously. I was visited by a group of Japanese journalists who asked me the price of the monument. I told them it was far too high."

In contrast, Milan, Italy's northern business capital, has already started privatising La Scala, the temple of opera and its most famous landmark.

"La Scala has been turned into a foundation to attract private capital," said Gabriele Albertini, the mayor of Milan, who is about to launch the most ambitious privatisation programme of

any Italian city, designed to raise between L4,500bn and L5,500bn (\$2.6bn and \$3.15bn).

Mr Albertini is flying to London today for talks with bankers. The next day in Birmingham, he will attend a meeting with mayors of some of the world's most important "second cities" such as Chicago, Frankfurt, Barcelona, Lyons and Yokohama, held on the fringes of Thursday's G8 summit.

All these cities, he says, are attempting to co-ordinate policies to tackle the problems of development of large urban centres and increase their clout in their difficult relations with national governments.

Milan is Italy's biggest taxpayer. It contributes 11 per cent of the country's total annual tax receipts and accounts for 10 per cent of Italian national income.

"We only get back from Rome about 3 per cent of the

taxes we pay, and there is little we can do about the level of national taxes and labour costs to make our city more appealing. But we own substantial assets and we can act on these to develop better services and

**For sale are the city's electricity and gas company; its stake in the airports; the dairy; 84 pharmacists' shops; the fruit, fish and meat markets...**

infrastructures for our city," Mr Albertini said, explaining the reasons for his privatisation programme.

The town hall directly employs 20,000 people. Municipal companies selected for privatisation employ another 20,000 people.

They include the city's electricity and gas company

AEM, its 85 per cent stake in SEA, the operator of Milan's Linate and Malpensa airports; the Milan dairy; 84 pharmacists' shops; the company that owns the city's fruit, fish and meat markets; the city's waste management and street cleaning company; the underground railway; bus and tram operator; and a separate underground transport engineering com-

pany. Not content with simply privatising AEM, Mr Albertini wants to transform it into one of Italy's largest energy utilities, to compete against the state Enel electricity group and the Snam gas monopoly.

The other large asset controlled by the town hall is the airport company SEA, which is in the midst of a national controversy over the opening in October of its new L2,000bn international terminal at Malpensa.

The terminal will transform Malpensa into Italy's new northern hub and it has come under fire from Rome, which fears the new airport will steal traffic from its Fiumicino airport.

Mr Albertini has not fixed any timetable for the SEA sale. He first wants to see the new hub established, since the price will hinge on the success or failure of the controversial project.

Milan is also wrestling with problems such as the opposition of some local mayors in the greater Milan area to the construction of an express rail link from the new airport.

This has led Mr Albertini to propose a new system of local government for the Milan area. "The idea is to have a governor to chair a wider council in which all the local mayors of smaller boroughs would be represented."

"The governor would be the mayor of Milan, since he is elected by 1.3m people, and the voice of the other representatives would be proportionate to their electorates. This would avoid the mayor of a small community having a veto and blocking a project of much wider importance," he said.

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## WORLD TRADE

# UAE chooses F-16s for big fighter order

By Stephen Fidler  
in Washington

Lockheed Martin said yesterday the United Arab Emirates had ordered 80 advanced US-made F-16 fighter jets in a deal worth an estimated \$7bn. Lockheed said it would begin deliveries in 2002 and that the package included new cockpit displays, an internal sensor and agile beam radar.

The announcement of the order, expected to be formally signed later in the year, will finally put paid to the ambitions of two European aircraft makers for the contract: Dassault, which makes the Rafale, and the multinational Eurofighter. The UAE has been seeking up to 100 aircraft to replace its fleet of ageing Mirage jets.

The UAE crown prince, Sheikh Khalifa bin Zayed al Nahayan, informed President Bill Clinton and the US vice-president, Al Gore that the emirate would make the purchase during talks at the White House.

The UAE has not previously ordered F-16s, known as Flying Falcons, and has been seeking versions with extra fuel tanks for longer sorties.

The chief of staff of the UAE armed forces, Sheikh Mohammed bin Zaid al-Khalifa said the UAE's remaining procurement plans included the possible purchase of British Aerospace Hawk training aircraft, and a pending tender for ocean-going patrol boats in a programme known as Liwa. The UAE could make a decision on the Liwa programme next year.

Last December, the UAE ordered 30 Mirage 2000-9s from Dassault Aviation of France in a deal said to be worth \$2.6bn.

The announcement comes ahead of a trip to Texas on Friday by Mr Gore, where he will tour the Lockheed Martin plant in Fort Worth where the F-16 is assembled.

According to the company, Mr Gore would make an announcement that would bring thousands of jobs to Texas. Lockheed Martin has recently announced its intention to lay off up to 2,000 of its 11,000 workers there.

The UAE's purchase is a boost for Lockheed Martin because the US Air Force has largely completed its purchases of the aircraft which will be replaced by the Joint Strike Fighter. The UAE order would allow Lockheed to sustain its production line towards 2005, after the last delivery currently planned to the US Air Force is made in 2001. Lockheed Martin is competing against Boeing to manufacture the Joint Strike Fighter.

The UAE's purchase of the

## Announcement has put paid to European ambitions

F-16 would also benefit Northrop Grumman which will make the radar for the aircraft.

British Aerospace is to supply 18 Hawk trainer aircraft to Nato's new flying school in Canada under a \$550m (\$870m) contract, adds Alexander Nicoll, Defence Correspondent.

Bombardier of Canada, the prime contractor for the Nato programme, has an option on a further eight Hawk jets which would increase the value of the order to \$450m, BAE said. The contract includes supply of spares and maintenance.

Nato air force pilots will provide training at the school, with a team from Bombardier, BAE, Raytheon, CAE Aviation and Frontec responsible for the aircraft, simulators and airfield services.

# Rival regulators in EU and US air their differences

Officials clash over approach to setting rules for transatlantic airline alliances

By Michael Stapleton,  
Aerospace Correspondent

In their recent exchange of letters, Charles Hunnicutt and Karel Van Miert concluded by hoping they could work together in harmony. But the correspondence between the US assistant secretary for aviation and the European Union's competition commissioner was otherwise short on sweet-talk.

There are differences between us, Mr Hunnicutt wrote. "I want to be sure you have a clear understanding of their nature." Mr Van Miert replied: "It appears that you have not been given full information." Much of what Mr Hunnicutt alleged was "absolutely false".

Yet the two officials are wrestling with the same problem: the most far-reaching changes in the airline industry in 20 years. And their proposed remedies for protecting air travellers are

not as far apart as their language implies.

The cause of their exchange is the rush by airlines to conclude alliances. Transatlantic partnerships already exist between KLM of the Netherlands and Northwest Airlines of the US, and between Lufthansa of Germany and United Airlines of the US. Others, such as that proposed between British Airways and American Airlines, are awaiting regulatory approval.

This year, the international tie-ups have been followed by a wave of new domestic US alliances, involving all six of the country's biggest carriers. Northwest has taken a 14 per cent stake in Continental Airlines. American and US Airways have announced a marketing link-up and Delta Air Lines and United last month announced an alliance.

Whether domestic or international, the alliances all have the same object: allow-

ing airlines to increase the number of destinations they can offer, without having to invest in expensive new aircraft and airport facilities. By linking with other carriers, the airlines can code share. This means they can sell seats on their partners' flights as if they were their own.

Delta said its deal with United did not require US government approval. The government has other ideas. Mr Hunnicutt said the departments of transportation and justice would scrutinise the domestic alliances. "The proposed alliances raise concerns about the continued ability of new entrants to enter underserved and overpriced markets," Mr Hunnicutt said.

Primary jurisdiction over the domestic alliances lies with the justice department. If it finds that they reduce competition, it will file suit in the federal courts. It could also require the airlines to open up some of their operations or limit their co-oper-

ation on certain routes.

Mr Hunnicutt's department has principal responsibility for international alliances. It has already approved the KLM-Northwest and United-Lufthansa alliances and a tie-up between Delta, Swissair, Austrian Airlines and Sabena of Belgium. On routes where the alliance partners are particularly dominant, the US has insisted on "carve-outs". This means the partners have to continue to offer competing services and fares on these routes, instead of co-operating on schedules and pricing.

Mr Van Miert, who is scrutinising all the transatlantic alliances, is instead considering restrictions on the number of flights the alliance partners are allowed to offer on routes where they are dominant. This provoked Mr Hunnicutt's letter, which said: "Imposing reductions and freezes on network carriers' capacity will exert upward pressure on fares."

It was this assertion which



Van Miert: Hunnicutt 'failed to understand' Brussels' proposals



Hunnicutt: Van Miert's ideas 'will put up ticket prices'

prompted Mr Van Miert's fire about Mr Hunnicutt not understanding Brussels' proposals. Alliances would only have to give up flights if other airlines were ready to offer competing services, he said. They would also only have the opportunity to take over the alliance partners' flights for one season. At the end of that season, any airline, including the alliance partners, could offer as many seats as they liked.

Mr Van Miert said he was unimpressed by the idea of carve-outs. "It is hardly conceivable that alliance partners would vigorously compete on such markets, while they are authorised to merge

de facto all their activities on the rest of their vast networks. Monitoring such a remedy would in itself seem extremely problematic. This implies that it can not be considered a serious remedy for a competition authority."

But in spite of the harsh language, Brussels and Washington are arguing about means, not ends. Both propose regulation of routes on which alliance partners dominate. Mr Van Miert's approach might appear more complex, but no more so than separate regulations Washington is considering for ensuring that low cost US carriers can compete against large airlines.

# EU and ACP move closer

By Canute James in Kingston

The European Union and 71 countries with which it has a trade and aid treaty have narrowed their differences over a range of political issues.

The issues have been suggested by the EU for consideration in negotiating a pact to succeed the current agreement, which expires in 2000. The talks, which begin in September, are expected to be contentious.

Ministers from the EU and the African, Caribbean and Pacific (ACP) group have agreed to work to overcome their differences and to preserve their "historical partnership" in trade.

For ACP countries had earlier argued that the politi-

cal issues which the EU wants in a successor pact to the Lomé Convention suggested "foreign dictation" of their domestic affairs. Europe had suggested that ACP states adopt political regimes which "will bind themselves contractually to the observance of certain standards of social and political conduct," according to ACP officials.

EU and ACP ministers agreed at a weekend conference that Brussels' proposals were "guidelines" on which they could be "flexible".

The meeting also resulted in some agreement among the ACP states about how to approach the negotiations in September, said Jean Ping, Gabon's tourism and planning minister.

# Environmentalists accuse Paris and Bonn over lending standards

By Nancy Dunne in Washington

German and French resistance has blunted a drive by more than 140 environmental and civil groups to press export credit agencies to set environmental standards for their lending and guarantees.

The non-governmental groups had been pushing for a strong statement of support in the Group of Eight communiqué at this weekend's summit in Birmingham, England. However, objections by German and French representatives resulted in a weak endorsement in the draft already negotiated. It simply calls on representatives of industrialised countries to do "further work" on the issue and

report to the Organisation for Economic Co-operation and Development next year.

US officials in the Commerce, Treasury and State departments yesterday were debating how to raise the issue during the summit. At least one official wanted it "raised at the highest levels".

Bruce Rich of the Environmental Defence Fund, one of the organisers of the effort, said the resistance showed the "hypocrisy" of the French and Germans, who present themselves as "green" at international environmental gatherings.

Environmental groups began to focus on export credit agencies after the World Bank and the US export credit agency refused

to provide financing for the controversial Three Gorges Dam project in China on grounds of environmental damage and resettlement difficulties. Other agencies, however, backed the project.

The lack of environmental standards and transparency of export credit lending has resulted in "a double standard whereby these agencies are supporting projects and investments that would be unacceptable to publicly financed multilateral development banks and bilateral aid agencies," Mr Rich said.

Besides Three Gorges, export credit agencies have provided financing for environmentally destructive mines which threaten protected areas; big coal-fired power plants and investments in

"unsustainable exploitation of the earth's remaining intact tropical and temperate forests," he added.

In 1996, export credit agencies supported foreign sales totalling \$432.2bn, more than 10 per cent of global exports, according to the International Union of Credit and Investment Insurers. Most of it was for short and medium-term transactions. However, more than \$70bn went for long-term loans and guarantees for investments and projects in developing countries.

The International Monetary Fund estimates that 20 per cent of developing countries' long-term debt is owed to export credit agencies, more than is owed to the World Bank and IMF.

## INTERNATIONAL

# Brundtland champions fight against malaria

By Frances Williams in Geneva

The Group of Eight industrialised countries' summit in Birmingham this weekend is set to back a World Health Organisation (WHO) initiative to "roll back" malaria.

Gro Harlem Brundtland, who will be formally elected as director-general today by the WHO's 191 members at the annual assembly in Geneva, said the fight

against malaria will be a priority for the WHO under her leadership, alongside tobacco, along with HIV/AIDS.

Dr Brundtland said this week she wanted to focus on malaria because "it's one of the big diseases - with 50m cases a year - and it is not being tackled today. In contrast with HIV/AIDS, there was no well-resourced international commitment to rolling back the disease."

For African countries in particular, the economic as

well as the health impact of malaria was devastating, reducing productivity, costing many working days lost through sickness and deterring foreign investment.

"Because people don't feel safe about coming down with malaria,"

Dr Brundtland also planned to step up the WHO's fight against tobacco, especially in Asia where per capita cigarette consumption is still increasing. She said

the WHO would press developing countries to introduce tougher laws similar to those in the west to prevent children and young people being encouraged to smoke.

Dr Brundtland was given strong support yesterday by Donna Shalala, US health secretary, who said the US would "work with the WHO to help stop the global pandemic of tobacco-related disease and death".

Dr Brundtland repeated

this week her commitment to moving health up the international political agenda, by emphasising the link between health and economic development.

She is also expected to make sweeping management reforms. Under Dr Nakajima, the WHO has been criticised for lack of focus, poor communications, mismanagement and cronyism that has lowered staff morale and sapped the WHO's authority.

## G15 SUMMIT

# Leaders fail to co-ordinate trade efforts

Economic weakness and the group's diversity are seen as reasons for slow progress towards combined strategies

By Mark Hubbard in Cairo

Members of G15 group of developing countries are struggling at their summit in Cairo to find a common voice with which to fight for their interests.

While leaders at the group's eighth summit called on each other this week to co-ordinate efforts to increase their share of world trade, little was agreed that would channel those efforts into action.

Officially, the aims of the G15 members - in fact they total 16 - are to increase trade among themselves from the current 3 per cent of their total \$600bn global share, and to function credibly as the global voice of leading developing economies.

While the first of these aims is far from becoming a strategy, the second has been widely vaunted. But the three-day Cairo summit failed to bring tangible moves in this direction, largely by design.

Coupled with the relative weakness of the G15 states beside the economies of the G8, some regard the group's diversity as the reason behind the slow progress towards combined strategies, when countries as diverse as Senegal and Malaysia are seeking common ground.

"In a forum such as this you don't talk about tangible things," said Amr Moussa, Egypt's foreign minister. "You talk about co-operation and more understanding and awareness."

Instead of drawing up a common strategy, each member used the forum to project its own case. The strongest messages were aimed at G8 countries and the International Monetary Fund, which were absent

from the meeting, rather than formalising a strategy for north-south dialogue.

Indonesia's plight was placed at the top of the summit agenda by President Suharto, who will spend almost a week in Egypt despite unrest at home.

In a rare speech, he told the summit that Indonesia's crisis "has persisted with no indication that it would soon abate. It has also taken a heavy toll on the social and political situation in the region, as it has brought about massive unemployment which could trigger social problems, including the further spread of poverty, a rise in the incidence of crime and threats to political stability," he said.

A draft communiqué, to be finalised today, states that "the global implications of the financial crisis in east and south-east Asia depend not only on how the crisis is managed in the countries concerned, but also on the policy response of the relevant international financial institutions. Financial assistance should not be accompanied by unnecessary additional conditionality."

The need rather than the method of internal G15 and north-south co-operation emerged from a three-hour closed-door debate on the Asian crisis, which "has reminded us of the deep interdependence of the world economy. Marginalisation is no longer an option," said Hosni Mubarak, the Egyptian president.

He called for the G15 countries to share information on financial policies, capital inflows and exchange and interest rate policies. But it appeared the final communiqué would not include any commitment along these lines.

# Kiss that tells so much about Morocco's new prime minister

Roula Khalaf meets a lifelong fighter for democracy and justice offered a share of power and the chance to fulfil his dreams

When Abderrahman Youssef, Morocco's new prime minister, kissed King Hassan's shoulder rather than his hand in the first televised encounter between the two men after his nomination, Moroccans found the moment full of symbolism.

It told them that the 73-year-old leader of a party that had been in opposition since Morocco's independence had entered into a partnership with the palace in which Mr Youssef would respect the monarchy but work to his own agenda.

Mr Youssef formed a coalition government in March led by his Union Socialiste des Forces Populaires. His party had emerged as the largest in last November's legislative elections, but with only 57 seats in the 325-member lower house, and it had denounced irregularities in the poll.

Aides of the king, including Driss Basri, the powerful interior minister, kept their posts in the new government. With the king retaining many powers under Morocco's new constitution, it was easy to dismiss both the elections and Mr Youssef's nomination - the change of direction known as *alternance* - as a gimmick.

Slowly, however, many

Moroccans are realising that the *alternance* can be far more than a cosmetic. Mr Youssef's reputed sincerity and determination have generated a long-lost sense of optimism in a country plagued by acute social problems and political apathy. The fact that he is personally seen as being divorced from the old monarchical regime has raised hopes that the system might begin to be shaken up.

The new prime minister knows how daunting are the tasks that face his government and the dangers of failure. He has taken over at a time when the question of the Western Sahara - the disputed territory which Morocco claims as sovereign and where the Polisario Front is seeking independence - is again preparing to be dealt with in a referendum.

But it is Morocco's social problems that will consume most of his attention.

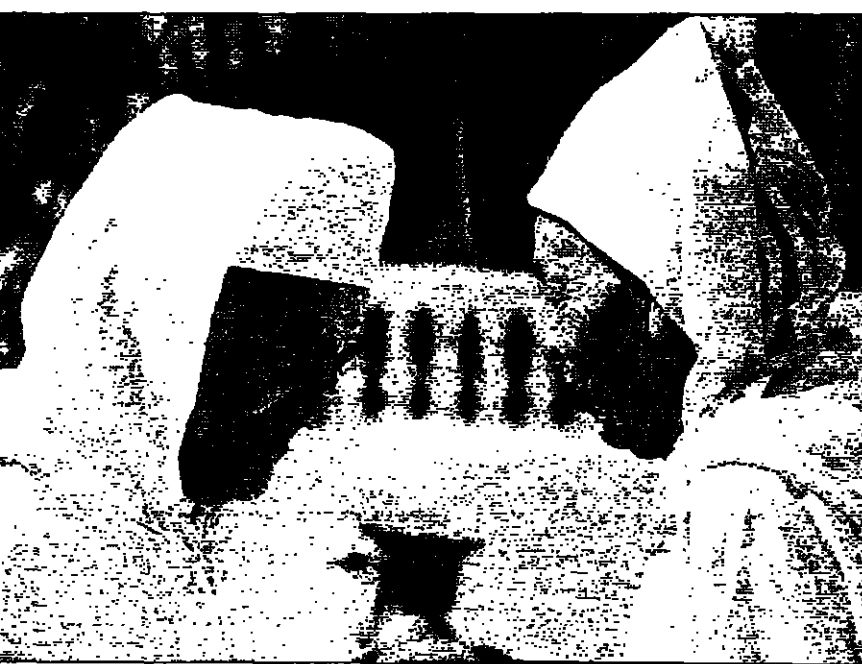
"We want to institute fundamental reforms because it is unforgivable that at the end of the 20th century and after 40 years of independence, we should continue to have more than a 50 per cent rate of illiteracy, that our education system should be in crisis, that rural areas should be in a state of unimaginable neglect, some without water or electricity," he says.

A lawyer from Tangiers and human rights activist, Mr Youssef spent most of his life struggling for democracy and social justice. He survived imprisonment, kidnapping, and trials in which a prosecutor once asked for the death penalty. For more than 15 years he was exiled in France.

His lifelong struggle goes on: "There's an office boy and a Mercedes downstairs, but I am not conscious of having changed, not in my head, not in my spirit," he says. "But now I have the chance to oppose under-development with the capacity to make a difference."

His government, however, has little financial leeway to meet rising expectations and fulfil election promises. The budget deficit is forecast to reach 4 per cent this year, and about three-quarters of the budget is taken up by debt service and public salaries.

Mr Youssef said he would look for money everywhere, but that he would find it mostly through savings in the way the country is managed. "We propose to run the country more rationally, institute morality in public life and create confidence and stability by providing an institutional and psychological system in which investors can have confidence." This means



Symbolic moment: Abderrahman Youssef, left, is received by King Hassan II. His coalition government is the first since independence not dominated by the monarchy

reforming the administration and the justice system, which have long been denounced as big obstacles to investment.

Entrepreneurs and business leaders have greeted his government with enthusiasm. Already the justice minister is clearing up the system, taking measures against 50 magistrates, a move which would have been unheard of a few years ago.

But no one in Morocco is under the illusion that Mr Youssef can reform an inefficient, bloated and corrupt administration without fighting, and perhaps losing, many battles. The challenge for Mr Youssef is that he will come up against the entrenched powers of Mr

Basri - effectively prime minister for the past 20 years - and powerful business interests.

Mr Youssef insists that the potential for gridlock in the government will be mitigated by the fact that the king - who will now play his favourite role of arbiter - has urged every government member to work with the prime minister.

If he is confident of the king's backing, it is because like the king, he knows the perils of allowing Morocco's social problems to persist. A rare country in the Arab world to have a developed secular opposition, Morocco's experience with *alternance* aims to thwart the rise of a mass Islamist movement.

The most moderate of Morocco's Islamists are now in parliament, but the much larger and more radical movement, Al Adl wal Ihsan, operates in the shadows and its leader, Sheikh Abdelalam Yassine, is under house arrest. Mr Youssef, however, has promised to close all outstanding human rights files and this is expected to include the freeing of Sheikh Yassine.

If Mr Youssef should be seen to fail, the Islamists would be able to capitalise on the discontent. With the country entering a period of change and King Hassan due to be succeeded by his son, the Islamists are watching for every sign of weakness from the monarchy and the political class.

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New York, USA.

**5.**  
Citicorp.  
New York, USA.

**6.**  
Deutsche Bank.  
Frankfurt, Germany.

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BankAmerica Corp.  
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**8.**  
ABN AMRO Bank.  
Amsterdam, Netherlands.

**9.**  
Sumitomo Bank.  
Osaka, Japan.

**10.**  
Union Bank of Switzerland.  
Zürich, Switzerland.

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Tokyo, Japan.

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**43.**  
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London, United Kingdom.

**44.**  
Bayerische Vereinsbank.  
Munich, Germany.

**45.**  
Banco Santander.  
Santander, Spain.

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## THE AMERICAS

HOUSEHOLD SURVEY ECONOMISTS PUZZLED OVER LONG-TERM FALL IN REAL INCOME DESPITE ECONOMIC GROWTH

# Canadians' wages fall in 15 years

By Edward Alden in Toronto

Canadians are making less money than they did 15 years ago and average real incomes fell 6 per cent between 1980 and 1996, according to a federal study published yesterday.

The comprehensive survey of Canadian households, conducted every five years, showed that economic growth over the last two decades has not lifted the incomes of ordinary Canadians. About 21m earners brought home an average income of C\$25,196 (US\$17,670) before taxes in 1996, compared to C\$26,784 in 1980, in inflation-adjusted 1996 dollars.

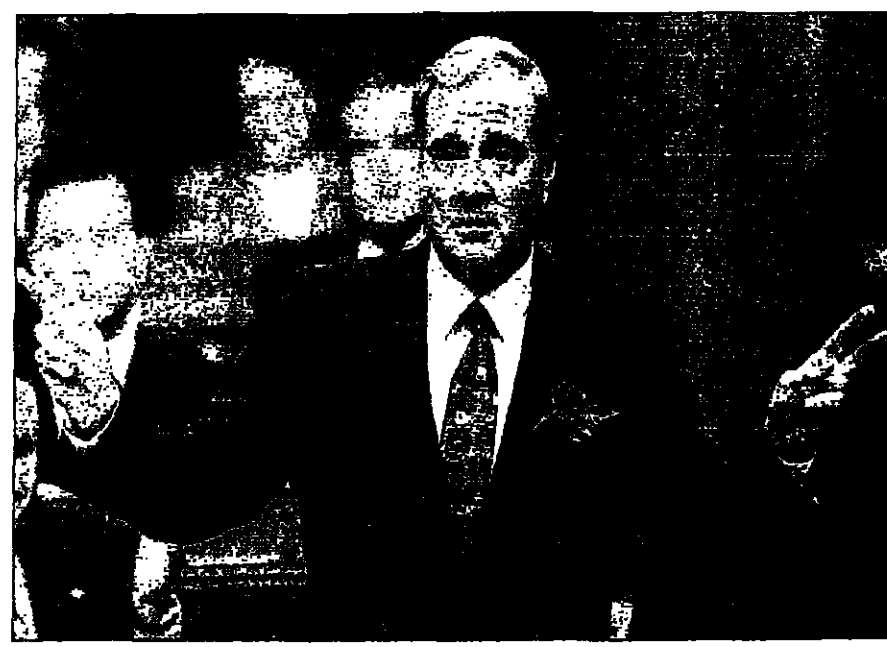
While declining income in the early 1990s was expected after the recession in central Canada, the longer-term stagnation of wages continues to puzzle economists.

The main reason appears to be that Canada's economic growth over that 15-year period lagged behind its main competitors, while productivity fell well behind that in the US. Paul Martin, finance minister, said in a recent interview that Canada had closed the gap with the US in the last several years. But a strengthening economy has yet to fatten most Canadians' wallets.

Earnings have plunged over the last three decades and only a substantial increase in government income support prevented a larger drop in income. In 1996, wages were just 75 per cent of total individual incomes, down from 78 per cent in 1980 and 86 per cent in 1970. Government transfers doubled in this period.

The losses fell entirely on men, whose incomes dropped 7.6 per cent between 1980 and 1996. Women's income, in contrast, grew 15 per cent over the same period - but men still earned

an average of C\$31,117 in 1996 compared with C\$19,208 for women.



Paul Martin: Canada is closing gap with US

Charles Beach, a Queens University economist, said the figures for men reflected the disappearance of well-paid primary resources and blue-collar manufacturing jobs under the pressures of technological change and growing international competition from lower wage countries.

Women, in contrast, had been entering the workforce faster than in any other industrialised country, but generally in lower-paid service jobs. That had helped keep the average wage figures down, said Mr Beach.

The study provides a detailed snapshot of who earns what in the country. Young people between 15 and 24, for instance, saw their incomes fall almost 20 per cent between 1990 and 1996. Since 1980, the average real wage for young people dropped from C\$13,191 to C\$8,196.

immigrants who arrived in Canada since 1990 made one third less than non-immigrants. But the average earnings of pre-1975 immigrants are 30 per cent higher than non-immigrant Canadians, indicating that while language remains a barrier for newcomers to Canada, they will prosper in the long run.

The highest-paying occupations in 1996 were judges, physicians and surgeons and dentists. The lowest-paying jobs were petrol station attendants, farmworkers and bartenders.

## Missile system fails fifth trial

The Pentagon's costly missile defence system yesterday failed a fifth flight test, because of a faulty booster rocket, AP reports from Washington. The Theatre High-Altitude Area Defence (THAAD) system, built by Lockheed Martin, failed to intercept a target for the fifth consecutive time in a flight test at White Sands Missile Range.

The THAAD system is designed to provide US forces in the field with protection from attack by Scud and other short- and medium-range missiles.

THAAD is designed to provide broader defensive coverage than the Patriot missile system used in the 1991 Gulf war.

The failure could have implications for the debate over the development of a national missile defence shield, which Senate Republicans are pressing for. The legislation, which already has 50 sponsors in the chamber, is opposed by the administration and its Senate allies, who are threatening to block the bill through delaying tactics.

The bill has wide Republican support. It would direct the Pentagon to deploy such a system as soon as technology permitted.

The administration's present programme requires identifying an emerging ballistic missile threat first; then, if necessary, three years would be provided to put the programme into effect.

Critics argued that the legislation would commit the US to deploy a technology that has not even been developed yet.

The Pentagon this month awarded Boeing a \$1.6bn contract to develop a defence against ballistic missiles. Boeing will design, develop, test and integrate a variety of components for a limited national missile defence system, but no decision has been made on putting such a system in place.

## NEWS DIGEST

## BUSINESSMAN'S RECORD DONATION

### Pennsylvania business school given \$40m

The Wharton School, the University of Pennsylvania's business school, yesterday said it had received a donation of \$40m from a Utah businessman, the largest single donation ever made to a business school by an individual.

The gift, from Jon Huntsman, the founder and chief executive of the Huntsman Corporation and a 1959 graduate of the school, highlights the increasing emphasis which business schools are placing on raising money, usually from individuals.

Mr Huntsman's gift is also unusual in that he has insisted on attaching his own name to the school. It beats the record set last year by Gordon Marshall, the Californian businessman who donated \$35m to the Gordon S. Marshall School of Business at the University of Southern California.

Competition among the largest international schools to recruit teaching staff with high salaries has forced them to look for extra sources of finance, often from their graduates. Endorsements from successful business executives can also be a useful marketing tool.

Earlier this year the University of South Carolina's Darla Moore School of Business received \$25m from Darla Moore, the chief executive of the Rainwater Investment company.

John Authers, New York

## 2000 PRESIDENTIAL ELECTION

### Bush ahead of Gore in poll

George Bush, the Republican governor of Texas, had a narrow edge over Vice President Al Gore in a USA Today/CNN Gallup Poll on the 2000 presidential election. The paper reported that 50 per cent of those surveyed in a weekend telephone poll favoured Mr Bush, son of the former president, compared with 46 per cent for Mr Gore. However, Mr Gore led 62-32 in an imaginary race against the House Speaker, Newt Gingrich. Republicans and Democrats were also asked who they favoured for the nomination of their respective party. Mr Gore was picked by 51 per cent of Democrats, followed by 12 per cent for Jesse Jackson, the civil rights activist, 8 per cent for former Senator Bill Bradley and 7 per cent for the House minority Leader, Dick Gephardt.

Mr Bush led among Republicans with 30 per cent, followed by Elizabeth Dole with 14 per cent, Jack Kemp and former Vice President Dan Quayle with 8 per cent each, Steve Forbes with 7 per cent and Mr Gingrich with 6 per cent. No other Republican got above 4 per cent. AP, Arlington

## PEPSI ANTI-TRUST CLAIM

### Coca-Cola actions 'legal'

Coca-Cola is rejecting claims by PepsiCo, the US maker of Pepsi-Cola, that it is illegally using its market clout to keep Pepsi out of US restaurants and fast food chains.

Last week PepsiCo filed an anti-trust law suit, its first against Coca-Cola, claiming its bigger US rival has been telling independent restaurant suppliers that it will stop letting them have any Coke if they start supplying restaurants with Pepsi too.

However, Coca-Cola said this week there was nothing illegal about the company's practices. If distributors who supply Coke also want to supply Pepsi, "we believe we have the freedom of choice to take our business elsewhere," Coke said. William Lewis, New York

## Guatemala files lawsuit on tobacco

By Mark Suzman in Washington

Guatemala yesterday became the first foreign state to file a lawsuit against the US tobacco industry in a US federal court, in an attempt to recover the costs of treating tobacco-related illnesses.

The move will add to the mounting legal difficulties faced by US tobacco companies, already fighting a wide range of similar lawsuits from individual US states as well as possible legislation that would require them to reimburse the government for such costs.

Prospects for the new case are uncertain, but if successful it would almost certainly

### US tobacco bill could cost industry over \$850bn

The dispute over the impact of proposed tobacco legislation intensified yesterday as Wall Street analysts told Congress it would cost the industry over \$850bn, much more than the administration estimates. Mark Suzman writes.

The bill, expected to come to a full Senate vote this month,

aims to raise cigarette prices by \$1.10 a pack over five years, which the Treasury estimates would cost the industry \$521bn over 25 years.

However, in testimony to the Senate Judiciary committee yesterday, Gary Black of Sanford C. Bernstein, said the cost estimates contained in the

bill seriously underestimated the real costs to the industry. He said it would actually raise the price per pack by approximately \$2.78, bringing the total cost to an unsustainable \$862bn.

Martin Feldman, an analyst at Salomon Smith Barney, also testified that the \$1.10 estimate was implausible.

trigger a number of suits by other countries.

Aciselo Valladares Molina, Guatemalan attorney-general, said the suit was justified because the Guatemalan tobacco industry was dominated by US-based compa-

nies, including Philip Morris with 70 per cent of the market and Brown & Williamson, a subsidiary of British American Tobacco, with 20 per cent. Other defendants in the lawsuit include the Tobacco Institute and the

Council for Tobacco Research, both industry research groups. Fleming, Hovenkamp & Grayson, a Houston firm, representing Guatemala, said these groups had claimed as recently as 1991 that tobacco

products had not been proven to cause substantial health damage.

Using language similar to that being employed in the existing US lawsuits, several of which have already been settled out of court, Guatemala's case alleges the US tobacco industry conspired to conceal scientific and medical information about the health risks of tobacco.

The suit says that Guatemala is seeking treble damages the country has had to pay for state-sponsored treatment of tobacco diseases, but does not cite a specific amount. Mr Molina previously said \$500m would be a likely approximate figure.

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NUCLEAR TEST EUPHORIA AND PRIDE ACROSS COUNTRY BUT MARKETS NERVOUS OVER POSSIBLE LOAN OR TECHNOLOGY SANCTIONS

# Jubilant India shrugs off world disapproval

By Amy Louise Kazmin in New Delhi and Krishna Guha in Pune

A few hours after India's triple nuclear test on Monday, government officials offered journalists *laddu*, the symbolic equivalent of champagne. A box of the traditional Indian sweets - usually distributed at birthdays and weddings - were passed around the room.

The same sense of jubilation carried over into newspaper headlines yesterday. In a front-page editorial, the Indian Express said successful tests mark "a time for popular euphoria and celebration". "India joins N-weapons big league," declared the Business Standard, a leading financial daily. "India explodes nuclear veil," pronounced The Telegraph. The Financial Express, a sister publication, called the triple tests a "daring international feat".



Slap in world's face

Pakistani The Muslim, May 12



Nation enters elite club

The Indian Express, May 12

"There is a tremendous feeling of pride," said Anand Mahindra, managing director of Mahindra and Mahindra, one of India's biggest companies.

With a shimmering feeling that they have been pushed around too long, Indians are

hopeful that the tests will grant them the recognition they have long craved.

Even India's opposition politicians - ever ready to criticise political rivals - were mum. I.K. Gujral, former prime minister, whose conciliatory stance towards

Pakistan annoyed Indian hawks, publicly defended the test.

Most analysts said they believed there was a widespread political consensus in India about the test. The financial markets, however, were skittish. When

the Bombay Stock Exchange opened it promptly fell 2.6 per cent.

Some analysts fretted that world disapproval could put pressure on the rupee - so far unmoved - and that loans from the World Bank or International Monetary

Fund might be in jeopardy. "The Indian economy needs this like a hole in the head," said the head of research for a foreign brokerage.

Executives in the computer software industry, a business that relies heavily on exports and imports of high-tech equipment, also expressed concern that they could find the going tough if the US decides to impose a technology blockade.

But others said that even if the world community expresses outrage or imposes some sanctions, their anger and the repercussions, will eventually pass as long as India holds to its position. "We have to stand by it now," said Rakesh Makhija, president of Tata Honeywell, an engineering company. "See China, see France - they do all sorts of things. There is uproar all around the world. But when it dies down, they get their way."

## Sharif under pressure to respond in kind

By Farhan Bokhari in Islamabad and Alexander Nicoll in London

Nawaz Sharif, Pakistan's prime minister, was coming under domestic pressure yesterday to respond in kind to India's nuclear tests.

Action was demanded by critics who denounced Mr Sharif for his resumption of peace talks with India last year.

Pakistan's nuclear programme has been shrouded in mystery since it stepped up research after India's first nuclear explosion in 1974. Gerald Segal of the International Institute for Strategic Studies in London said the general assumption was that Pakistan possessed some form of nuclear arsenal, which could be delivered by aircraft.

"It's only a reasonable guess that Pakistan has a deployable nuclear capability, but nobody knows just how many."

Pakistan has been working

for many years on the Hat-1 and Hat-2 missiles. Little is known about their capabilities, and experts believe it is unlikely that it could have developed nuclear warheads.

Mr Segal said a "clever" approach by Pakistan would be to reserve the right to carry out a nuclear test but to show understanding of international concerns. "My fear is that it may carry out a test because the military logic will be that it could do so in retaliation (to India) at relatively little cost, and India will be blamed."

Mr Sharif made clear he was not ruling out a retaliatory test. "I wish to assure the nation that Pakistan has the capability to respond to any threat to its security," he said. "On this there can be no compromise and we alone will determine what is essential for our security."

Pressure on him to act was growing. "It is the policy of appeasement that has emboldened the Indians,"

said Murtaza Pooya, former chairman of Islamabad's Institute of Strategic Studies. "This is the price Pakistan now pays for thinking that friendship could break new ground."

Hameed Gul, a respected retired general, said: "If we don't respond to India now, we should prepare for war in a couple of years, because there will be a clash at some point."

Abdul Qader Khan, Pakistan's top nuclear scientist, said recently: "If Pakistan wanted to do something it could do it much more quickly than most people think. We don't make nuclear weapons but the capability is there." Yesterday, he was quoted in newspapers as saying: "We are like a cock waiting for the order."

Liberal opinion, cautioning against the effect of western sanctions if Islamabad followed New Delhi in carrying out a test.

## China condemns - but Russia urges restraint

By James Harding in Shanghai and Chrystia Freeland in Moscow

China yesterday issued a terse response to New Delhi's show of atomic strength, expressing "grave concern about India conducting nuclear tests".

In Moscow, however, while Russian President Boris Yeltsin criticised India's nuclear tests, he insisted that the world should confine its punitive reaction to diplomatic pressure.

China's carefully worded statement offered a cautious condemnation of the Indian government's decision to resume nuclear testing, but refrained from any comment that might further inflame tensions between the world's two most populous nations.

New Delhi's nuclear tests added to the strains on the already fragile relationship between Beijing and New Delhi, which soured sharply last week after India's

George Fernandes, defence minister, accused China of being the country's greatest security threat.

By contrast, India is a traditional Russian ally, with co-operation between the two countries including arms sales and the construction of civilian nuclear reactors in India.

"India has let us down with its explosions," Mr Yeltsin said, "but I think that by diplomatic means and with our visit to India [expected later this year] we should bring about a change in its position."

China's short and measured comment, on the other hand, noted the progress in world efforts in nuclear arms reduction. "Under such circumstances, India's conducting of nuclear tests runs against international trends and is detrimental to the peace and stability in South Asia," China's foreign ministry said.

One western diplomat yes-

terday said China's response was calculated to ease tension. "The Chinese want to make noises to the Indians, but they do not want to respond in belligerent terms. Getting relations on a stronger footing with the Indians has been a major plank of Beijing's foreign policy."

China and India went to war briefly over a border dispute in 1962, but in recent years both sides have sought to improve ties through confidence building measures that culminated in a visit to India by Jiang Zemin, the Chinese president, in 1996.

India's nuclear tests have also raised the question of whether Beijing will be tempted to resume nuclear testing in response. China conducted what it said would be its last nuclear test in July 1996 and, two months later, signed the Comprehensive Nuclear Test Ban Treaty, imposing a moratorium on future nuclear testing.

WASHINGTON RETALIATION THE BIGGEST IMPACT OF ANY SANCTIONS MOVE WOULD BE FELT VIA THE MULTILATERAL INSTITUTIONS

## US action likely to be through World Bank

By Stephen Fidler in Washington

The US declared yesterday its clear intention to implement a law sanctioning India for its conduct of three nuclear tests.

There is no multilateral mechanism under which sanctions can be imposed because the only international non-proliferation agreement it has signed relates to chemical weapons. It is not a signatory to the

Nuclear Non-Proliferation Treaty or the Comprehensive Test Ban Treaty.

However, the US has its own law - the Nuclear Proliferation Prevention Act of 1994, sponsored by Senator John Glenn - which mandates the president to impose sanctions on any country not declared a nuclear weapon state that explodes a nuclear device.

The sanctions would, among other things, end

almost all US foreign aid and credits, except for humanitarian purposes, stop defence sales and stop licences for munition sales.

It would mandate the US to vote against any loan in the International Monetary Fund and World Bank or the Asian Development Bank, except those to be used to buy food, and would stop US commercial banks from lending to India.

However, the president may on national security

grounds delay the sanctions for 30 days, but there was no immediate word yesterday on whether this would be considered.

Toby Dalton, of the Carnegie Endowment Non-Proliferation Project in Washington, said that if India indicated its intention to sign the Comprehensive Test Ban Treaty, this waiver might be used.

The biggest impact would probably be felt through the multilateral financial

institutions given the modest level of direct US aid, which barely exceeds \$100m a year. The US has no majority in the institutions, but given new loans are usually only brought to the board when there is a consensus to approve them, a US No vote in effect blocks a new loan, at least at the IMF and the World Bank.

However, loans already approved are likely to continue to be disbursed, so

any financial impact would be only gradual.

India has no programme with the IMF currently, but is one of the largest current borrowers from the World Bank. At the end of the Bank's last fiscal year, it was the largest borrower from the World Bank group, owing \$55bn. Of this, \$22.4bn was to its soft-loan affiliate, Loans from the Bank's main lending arm in the last fiscal year amounted to \$1.52bn.

## Australians get budget 'with an eye on election'

By Gavin Robinson in Canberra

The Australian government has unveiled the country's first budget surplus for nearly a decade to widespread approval in spite of evidence of the negative impact of Asian economic turmoil on growth and employment.

More significantly, the budget for the year to June 1999 provided relief for John Howard, the prime minister, from public criticism of his government's role in Australia's waterfront dispute and fuelled speculation about an early election.

The dispute, which paralysed the country's docks in April, led to accusations against the government of illegal conspiracy with dock operators to break the maritime union's monopoly on waterfront labour.

Howard suggested before the budget was unveiled that he was contemplating an early election, possibly by late July. The government is not due to go to the polls until mid-1998. But after the Senate's rejection in March of government proposals to amend an Aboriginal land rights bill, Mr Howard has the authority to dissolve both houses of parliament and call an election at any time.

In a budget which was clearly designed to pave the way for sweeping tax reforms later in the year, Peter Costello, Australian

treasurer, announced an underlying surplus of A\$2.7bn (US\$1.7bn) for the year to June.

"We're back in the black, we're back on track," Mr Costello told parliament in Canberra on Tuesday evening. Mr Costello announced plans for new spending in the budget of about A\$1.4bn, mainly on health, after two years of large spending cuts since the government won power in early 1996. Economic growth, however, would slow to 3 per cent in the year, down from 3.25 per cent forecast earlier and from 3.75 per cent in the current year to June. Inflation was expected to rise to 2.75 per cent from 1.5 per cent and unemployment would remain at around 8 per cent. Mr Costello acknowledged.

The current account deficit, meanwhile, was forecast to rise to an average 5.35 per cent of gross domestic product, or about A\$31bn, from 4.5 per cent, or A\$26bn, in the current year. Mr Costello blamed the slowdown in Asian economies, which he said would cut into Australia's export returns.

John Edwards, senior economist at HSBC Markets, said: "Mr Costello's objective in this budget was not to produce a reliable guide to government accounts over a three-year time frame, but to position the government in the coming election campaign."

## Markets discount Estrada lead

By Justin Marwood in Manila

Financial markets yesterday shrugged off early evidence of an overwhelming presidential election victory for Joseph Estrada, whose popularity business circles as a potential threat to economic stability.

A nationwide exit poll from SWS, the country's most credible pollster, yesterday gave Mr Estrada a runaway lead on 38.77 per cent, with Jose de Venecia, the administration candidate, trailing in second place on 16.46 per cent.

In intra-day trading the peso strengthened from 39.56 pesos to the US dollar at close on Friday to 38.40

before closing at 39.13. The stock market ended up 4.56 points at 2,214.52 points.

Business had taken fright at the prospect of Mr Estrada's victory because he was seen as weak on economic issues.

Some were reassured yesterday when Mr Gabriel Singson, the highly regarded governor of the central bank, said he would remain in office, though he failed to indicate for how long. His term ends in July 1999.

Mr Singson, who had been criticised for laying too much emphasis on maintaining the stability of the peso, said he would not stand down until he had helped ensure stability for the new administration, which will

take office on June 30.

"I intend to continue for as long as I believe this is in the interests of continuity and bearing in mind what is best for the country," he said.

In recent days, Mr Estrada's camp had been eager to reassure investors there will be no policy reversals. The respected Domingo Sison is likely to be retained as foreign secretary. Edgardo Espiritu, an experienced head of a local bank, is also expected to be appointed finance secretary by Mr Estrada.

Mr Espiritu said yesterday he would make the lowering of interest rates a priority. The central bank's overnight lending rate is 13.5 per cent,

with banks' prime lending rates at 21 per cent.

Anton Romulo, head of sales at brokers SocGen-Crosby, said the market had already discounted an Estrada presidency. "It's very good news that the elections have passed peacefully. Ramos has done the dirty work and the reform policies are already set. It's now a question of implementation."

Mr de Venecia said Filipino should await official results rather than believe unofficial polls. However, analysts thought the margin was too large for Mr de Venecia to have a realistic chance of winning without widespread intervention in the counting process by the administration.

## Japanese wholesale prices drop

By Paul Abramson and Gillian Tait in Tokyo

Japan's wholesale price index in April dropped 2.7 per cent year-on-year, underlining the dangers that the economy, already in recession, could be slipping into a deflationary cycle. Bonds surged on the data, pushing the yield on the 10-year government long bond as low as 1.285 per cent, before closing at a record low of 1.3 per cent.

Officials admitted the economy was in a serious state. "The overall tone is very severe," conceded Hikaru Matsuzaka, finance minister. Deflation is particularly alarming because consumers, knowing that prices will be lower in coming

months, delay purchases. This is highly damaging for companies, because they are left with large stocks whose value rapidly depreciates. They are then forced to cut production, affecting employment and private demand.

Given lacklustre consumer demand and weak private capital investment, investors will be analysing today's trade figures. Exports, which until now provided important support to the economy, are expected to have fallen last month as the full impact of the Asian crisis hits home.

Market sentiment was also weakened yesterday by new concern about the state of some of Japan's financial companies. The life insur-

ance sector in particular attracted scrutiny yesterday after some companies indicated they would soon cut the dividends they pay to customers because of financial pressures.

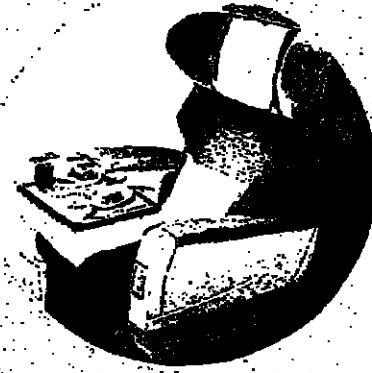
The move has been forced on them because the falling bond yields, low dividend yields and declining Japanese share prices have sharply reduced the revenues they receive from their investments, government officials said.

The news came as Eisuke Sakakibara, Japan's vice-minister of finance for international affairs, yesterday met the life insurance companies, but refused to discuss the contents of the discussion. However, the meeting fuelled speculation

that some of the companies, which are due to report their results next month, may be in financial difficulty.

Paul Heaton, analyst at Deutsche Morgan Grenfell, said: "I think the results will show some are in serious problems. The government may be trying to close some down or force some together."

The problems facing the banking sector were also highlighted after a Ministry of Finance official admitted that the adoption of US reporting standards would probably increase the total bad loans in Japan's banking sector by 30 per cent. Total problem loans are calculated at about ¥77,000bn (\$600bn), while clearly bad loans are ¥28,000bn.



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A BETTER APPROACH TO BUSINESS







## TELEVISION THE EUROVISION SONG CONTEST

## Kitsch on a roller coaster

From Aeschylus to Zola, Europe's contribution to the culture of the world has been outstanding. Bach and Shakespeare, da Vinci and Mozart, Puccini and Rembrandt, the list could go on for the rest of this page. Television is the world's most popular and technically advanced mass medium. Put European culture and television together and what do you get? The Eurovision Song Contest. It is a good job we can laugh because otherwise we would surely have to weep.

True, this year's contest, the 43rd, mounted by the British as a forfeit for winning last year, was probably the most technically accomplished ever. The vast National Exhibition Centre in Birmingham was tricked out in just the right sort of hideous kitsch for the occasion: activities began and - astonishingly - ended on time; presenters Terry Wogan and Ulrika Jonsson were professionally polished; and the little videos introducing each country's entry, leading via a cunningly contrived picture of the relevant flag into the following song, set a standard which will be hard to sustain in future years.

The notorious 60-minute climax, as points from the competing countries are aggregated, went smoothly, and The Lovely Ulrika did her stuff beautifully, repeating "Croatia quatre points" and translating this flawlessly into English, the sort

of linguistic accomplishment which leaves British viewers breathless with admiration. The only snag was the content. When all 25 songs had been sung, but before the voting started, I wrote in my notebook the three entries which seemed to be the only conceivable contenders for the prize (and, in case anyone should be so uncharitable as to think I am being

**Because the Eurovision Song Contest is the opposite of excellent and elite it is well on the way to achieving the status of Unbuckable Event**

wise after the event, immediately read out the list to the other four people in the room).

Malta, Israel and the UK were my predictions for first, second and third, but an hour and a half later I was proved wrong, of course. The order was actually Israel, UK and Malta. If it is as easy as that for a non-specialist to spot the top three, what is actually happening at this event? What is it about? Does the Eurovision Song Contest not really bring us the best songs in Europe?

Obviously not. Is it, nevertheless, a truly glamorous occasion? Equally obviously not; it is one of the most naff events imaginable. We had our own contest for "Deafest Outfit" which it seemed, for a while, would be won by the very first contestant,

Daniela of Croatia. She came on in a full nun's habit in black silk, complete with wimple, which she threw off to reveal a white figure-bugging dress with striking décolletage. However, she was overtaken by a man who had one lapel, but only one, covered in what appeared to be miniature horse brasses, and the winner was Germany's Guldio

In Britain for years the smart attitude towards the contest among the chattering has been fond superciliousness. Terry Wogan alone is responsible for this. Having agreed to serve as presenter and, being no fool, quickly realised how appalling it was, his decision, it seems, was to continue with the profitable and high profile task while sending it up rotten.

So successful has been that many Britons not only claim to watch solely for Wogan (as they used to, even though they were fibbing) but now genuinely do. He can be very funny and, in a world of deadly political correctness, Wogan alone, on this night at any rate, seems to have a licence from the BBC to say pretty much what he likes, however xenophobic. Introducing the Hungarian number, "A Holnap Mar Nem Lesz Szomorú", he warned us that the singer, Charlie, "is from the razor blade gargling school of singers".

It is hard to avoid the suspicion that it is there solely because it is technically possible to link up a couple of

dozen countries and, in the mid-1950s when it began, European broadcasters were keen to show off their border-crossing abilities. It continues today because nobody has the faintest idea how to stop it. Having won in 1996, how could Israel possibly back out of staging the event in 1998, even if the budget does bankrupt the Israeli broadcasting service? It is like family Christmases: even when all the participants loathe it, nobody has the guts to be the first to say no.

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And the winner is... a transsexual bedecked with macaw feathers: Israeli singer Dana International performing her winning song

ers". He also alerted us to "Watch out for the first appearance of the great German crowd pleaser this year, the mouth organ", and of the points-totalling process remarked "It's wonderful isn't it - refreshes your faith in chaos theory".

Because the Eurovision Song Contest is the opposite of excellent and elite it was already well on the way to achieving the status of Unbuckable Event. The irony is that, far from delaying that process, Wogan's barbs have accelerated it. Like soccer and soap opera, the song contest is watched

by huge numbers of people and, at the end of this millennium, that alone, in television terms, is enough to put it into a special category of protected programmes which should not be seriously criticised. In the days of Cool Britannia it is very uncool to point out that the Eurovision Song Contest is a celebration of vulgar mediocrity, organised by the countries which produced Beethoven, Monteverdi, Purcell, Wagner and scores of other truly great song writers.

There are still considerable numbers of good programmes on British televi-

sion. Our Mutual Friend was excellent, and it looks as though the forthcoming Promenade Concert season will be as good as ever. But it is sad to see the way in which reaction to mass popularity has shifted in one generation from deep suspicion to religious awe. In 1955 J.B. Priestley, a man of the people if ever there was one, wrote: "Admass is my name for the whole system of an increasing productivity, plus inflation, plus a rising standard of material living, plus high-pressure advertising and salesmanship, plus mass communications, plus cul-

tural democracy and the creation of the mass mind, the mass man". I suspect Orwell would have endorsed much of that. Today, in a country once again governed by the Labour Party (well, a party calling itself New Labour, anyway) the admass finally appears to have become the ideal. And among the forces which have brought that about, the most significant is television: a medium which sees the Eurovision Song Contest as good because it gets huge ratings.

Christopher Dunkley

## Poetry turned into pantomime

## OPERA

Andrew Clark

Eugene Onegin  
Opera North, Leeds

In the opening scene of Opera North's new production of *Eugene Onegin*, a small rectangular panel hangs self-consciously from the flies, as if the surtitle board has been incorporated into the stage design. But no - the performance is sung in English, and for much of the first act the panel simply reflects the cloud-free skies of Tatyana's romantic dreams, just as it later echoes in miniature the chilly atmosphere of the duel. In the final scene it returns, up-ended and enlarged, as a mirror in the Gremmin palace. The surface transforms into a heavenly sky when Tatyana recalls her youthful passion for Onegin.

Dalia Ibelhauptaite, the stage director, evidently believes this is a useful way of representing the opera's emotional climate. It is certainly easier than trying to do so the traditional way - by drawing performances of emotional truthfulness from the cast. That is why Saturday's performance at the Leeds Grand Theatre was such a depressing spectacle. In an opera as poetically sensitive to period and feeling as this, where subtleties of mood and gesture are everything, Ibelhauptaite's staging had all the clout of socialist-realist pantomime. When was not merely irritating, it was patronising, infantile and occasionally quite comical.

But surely there must have been some redeeming feature? Well, in the opening act, where the Lar estate workers cooked and danced

like a soviet peasants' collective, and Tatyana's letter-scribbling was as fast as the wooden columns masquerading as trees. Even the prelude, ponderously conducted by Steven Slane, failed to generate the necessary frisson of anticipation. Indeed, this was a far-from-auspicious debut by the company's music director-elect, with too many brash climaxes substituting for dramatic shapelessness.

Given the postmodern simplicity of the sets - nothing more than a cut-out door for the letter scene, a headboard of deer and boar for the Act 2 party - it was a mystery why each scene-change took so long. Sue Wilmington's handsome but overlit costumes offered respite from Ibelhauptaite's self-congratulatory ensembles, and the staging finally uncovered some half-shades of the understated elegance of the Act 3 ball. Even here, Gremmin's aria came across apologetically, and the orchestra was impossibly loud. (To say this was by far the worst I have witnessed would be unfair to a cast who appeared to have received no guidance about how to move or relate to one another. On this evidence, it was hard to believe that Alwyn Mellor had already sung Tatyana elsewhere. Her well-built voice has potential, but she sang the letter scene with the conviction of a schoolgirl reciting her catechism. Like the staging itself, she had no candour - which may explain why she carried off the society hostess of the St Petersburg ball better than the impressionable dreamer of the early scenes or the unsettled spouse of the finale.)

In Peter Savidge's *Onegin*, boorishness took precedence over vocal



Farago of a production: Peter Savidge and Alwyn Mellor

nuance; the volte-face in the final act just didn't ring true. Paul Nilon was the unromantic Lensky. Norman Bailey a grandfatherly Gremmin. Frances McCafferty gave Filippovna a mighty presence - what a valuable asset this mezzo has become - and Emer McGilloy turned Olga into the belle of the ball. McGilloy is a real find: she uses her rich and

creamy contralto intelligently, she has raven-haired looks, she moves easily. Take away the permanent smile, and we may have a major talent. As for Opera North, serious questions must be asked about why Ibelhauptaite was re-engaged after her badly received *Butterfly*, and how she was able to get away with this farago.

## MUSIC BARENBOIM IN LONDON

## Beethoven all the way

As we never see Daniel Barenboim in front of British orchestras these days, it is good that he is visiting more often with his orchestras from overseas. At the BBC Proms this summer he will be appearing with the Chicago Symphony Orchestra and for the best part of two weeks he is currently in residence on the South Bank with his other orchestra, the Staatskapelle Berlin.

It is only now that Germany is united it is becoming obvious what an array of fine orchestras the country has. If anything, those in the east - Dresden, Leipzig and east Berlin - have kept the flame of the German musical tradition burning even more truly than those in the west. At the Royal Festival Hall the Staatskapelle Berlin has been sounding exactly the inheritance of Teutonic musical history - mellow and mature, if lacking the aristocratic high-mindedness that sets the Dresden Staatskapelle apart.

There is just one focus to the tour: that is Beethoven, all the symphonies and the piano concertos, both conducted and played by Barenboim. It is a musical double that he is used to: his Mozart piano concertos with the English Chamber Orchestra back in the 1970s started the trend. The balance between piano and orchestra was nicely judged, the solo part neither projected too harshly, nor muffled. Back in the days when

Barenboim was an everyday face in London, I remember a performance of the Fourth Piano Concerto in which he was the conductor and Arthur Schnabel the pianist. They seemed to have rather different ideas about the music. Schnabel's effortless sparkle not finding a soul-mate.

**It is easy to read into these performances a compromise between the stoic Klemperer and the romantic, far-sighted Furtwängler**

in the conductor's self-conscious probing of the music, whereas here the performance was all of a piece.

Barenboim's Beethoven is very much of the old school. It is grandiloquent, sometimes romantically lyrical, more often combative with little sparing of the orchestra's weight and muscle. As we know Barenboim's guiding lights were among the conductors of the previous generation, it is easy to read into these performances a compromise between the stoic Klemperer and the romantic, far-sighted Fur-

twangler. The bigger the symphony, the better this is likely to work.

In Wednesday's concert the First Symphony felt a long way from Haydnian jocularly, even played with reduced strings, whereas by the end the Fifth had packed a determined punch. Barenboim likes to work his way into the music and so outer movements - the same happened with the "Eroica" on Tuesday - take a while to get going on a slow-burning fuse.

If that was all that was on offer, the verdict might be one of big expectations disappointed. But there were also inspiring passages where the performances lifted on to another plane. As Barenboim entered the heart of the Fourth Concerto's opening Allegro, or the pervasion of the "Eroica" funeral march, the music seemed to hold its breath and begin to search beyond the notes for a deeper spiritual meaning. Was that Bruckner one glimpsed watching down from above?

The cycle continues in London till May 17 and Paris will also see part of it when Barenboim and his orchestra break off to cross the Channel. On balance, it looks a musical journey worth seeing through to the end.

Richard Fairman

Opening concert on May 5 sponsored by Deminor.

## INTERNATIONAL

## Arts Guide

## BERLIN

**CONCERTS**  
Philharmonie  
Tel: 49-30-2548 8354  
Berlin Philharmonic Orchestra: conducted by Emmanuel Krivine; works by Beethoven and Tchaikovsky. With violin soloist Gil Shaham; May 17, 18

## BOLOGNA

**OPERA**  
Teatro Comunale  
Tel: 39-51-529 989  
www.nettuno.it/teatrocomunale  
Don Pasquale: by Donizetti. La Scala production conducted by Claudio Abbado. Roberto Polastri in a staging by Stefano Vizzoli. Cast includes Ruggero Raimondi; May 14, 15

## BOSTON

**EXHIBITION**  
Museum of Fine Arts, Boston  
Tel: 1-617-267 9300  
A Grand Design: The Art of the Victoria and Albert Museum. North American tour of selected objects from the V&A's collection. Consists

of 250 works of art ranging from Leonardo da Vinci's notebooks to shoes by Vivienne Westwood; ends on Sunday

## BRUSSELS

**OPERA**  
La Monnaie  
Tel: 32-2-229 1211  
● Il Ritorno d'Ulisse: by Monteverdi. New production conducted by Philippe Pierlot in a staging by William Kentridge. With the Handspring Puppet Company, at the L'Opéra; May 13, 15, 16, 17  
● L'Orfeo: by Monteverdi. New production conducted by René Jacobs and directed and choreographed by Tisha Brown, with designs by Roland Aeschlimann; May 13, 14, 15, 16, 17

## CANBERRA

**EXHIBITION**  
National Gallery of Australia  
Tel: 61-2-624 0502  
www.nga.gov.au  
New Worlds From Old: 19th Century Australian and American Landscapes. 100 paintings by artists including Augustus Earle, Conrad Martens, Thomas Cole and Winslow Homer; ends on Sunday

## CHICAGO

**CONCERTS**  
Chicago Hall  
Tel: 1-312-294-3000  
www.chicagosymphony.org  
Chicago Symphony Orchestra: conducted by Franz Welser-Möst in works by Brahms and

Shostakovich. With piano soloist André Watts; May 14, 15, 16

## CLEVELAND

**EXHIBITION**  
Cleveland Museum of Art  
Tel: 1-216-421 7340  
www.clevelandmuseumofart.com  
Gifts of the Nile: Ancient Egyptian Faience. Display of ceramics, known as faience, a mixture worked by the Egyptians and regarded by them as magical. Brings together over 200 works, including statuettes of kings, gods, and animals, and inscribed boxes ranging over 5000 years. Includes works borrowed from public and private collections in the US and Europe; to July 5

## FRANKFURT

**CONCERT**  
Frankfurt Oper  
Tel: 49-69-21202  
Budapest Festival Orchestra: conducted by Ivan Fischer in works by Mahler and Bruckner. With mezzo-soprano Doris Soffel; May 15

## LAUSANNE

**CONCERT**  
Théâtre de Beaulieu  
Tel: 41-21-693 2211  
Orchestra de la Suisse Romande: conducted by Ulf Schirmer in works by Carl Nielsen, Isang Yun and Stravinsky; May 14

## LISBON

**CONCERTS**  
100 Days Festival, Expo '98

Madrid Symphony Orchestra: El Amor Brujo by Manuel de Falla; Main Auditorium, Centro Cultural de Belén; May 16, 17

## DANCE

100 Days Festival, Expo '98  
Pina Bausch: specially commissioned new work: Main Auditorium, Centro Cultural de Belén; May 13

## LONDON

**CONCERTS**  
Royal Festival Hall  
Tel: 44-171-960 4242  
Barenboim Beethoven Cycle: series of six concerts, with Barenboim conducting the nine Symphonies and directing the five Piano Concertos from the keyboard. With the Staatskapelle Berlin and London Symphony Chorus; May 15, 16, 17

## EXHIBITION

Tate Gallery  
Tel: 44-171-887 8000  
Bonnard (1867-1947): focusing on works produced between the 1890s and the 1940s. Includes landscapes, still lifes, a series of nudes depicting Marthe, Bonnard's lifelong companion, and several self-portraits; ends on Sunday

## LOS ANGELES

**OPERA**  
LA Opera, Dorothy Chandler Pavilion  
Tel: 1-213-972 8001  
www.laopera.org  
Il Trovatore: by Verdi. Conducted by Gabriele Ferro in a staging by Stephen Lawless. Cast includes

Vladimir Bogachov; May 13, 16

## MADRID

**EXHIBITION**  
Fundació "la Caixa"  
Tel: 34-1-435 4533  
From Whistler to Sickert: joint retrospective of the two painters which aims to introduce their work to the Spanish public by contrasting their differences. The exhibition will demonstrate the influence of Velázquez on Whistler as well as that of Whistler on Sickert; ends on Sunday

## MILAN

**OPERA**  
Teatro alla Scala  
Tel: 39-2-88791  
www.lascala.milano.it  
Der Freischütz: by Weber. Conducted by Donald Runnicles in a staging by Pier'Alì, with a cast including Kim Begley and Nancy Gustafson; May 14, 16

## MUNICH

**CONCERTS**  
Philharmonie Gasteig  
Tel: 49-89-5481 8181  
● Bavarian Radio Symphony Orchestra: conducted by Dmitri Kitajenko in works by Prokofiev and Tchaikovsky; May 14, 15  
● Westdeutsche Sinfonia Leverkusen: conducted by Dirk Joeres in works by Haydn, Mozart and Beethoven. With horn soloist Michael Thompson and violinist Jural Czumarcovic; May 13

## OPERA

Bayerische Staatsoper

Tel: 49-89-2185 1920  
The Midsummer Marriage: by Michael Tippett. Munich premiere. Mark Elder conducts a production staged by Richard Jones, with a cast including Alison Hagley and Philip Langridge; May 15, 18

## NEW YORK

**CONCERTS**  
Lincoln Center  
Tel: 1-212-721 6500  
www.lincolncenter.org  
New York Philharmonic: conducted by James Conlon in works by Zeitsky, Rachmaninov and Liszt. With piano soloist Garrick Ohlsson; Avery Fisher Hall; May 14, 15

## PARIS

**EXHIBITION**  
Musée d'Orsay  
Tel: 33-1-4049 4814  
www.Musee-Orsay.fr  
Manet, Monet, and the Gare Saint-Lazare: places Manet's famous painting in a context provided by works by other artists and a group of related drawings, prints and photographs; ends on Sunday

## PHILADELPHIA

**EXHIBITIONS**  
Philadelphia Museum of Art  
Tel: 1-215-763 8100  
www.philamuseum.org  
Self-Taught Artists of the 20th Century: An American Anthology. 300 works by more than 30 artists, all of them without formal training. Includes paintings, sculpture and installations by artists ranging from Grandma Moses (1860-1961) to

Ken Grimmes (b.1947); ends on Sunday

## ST PETERSBURG

**EXHIBITION**  
State Hermitage Museum  
French Master Drawings from the Pierpont Morgan Library. 120 drawings, sketchbooks and albums; to July 25

## TOKYO

**CONCERT**  
Tokyo Opera City Concert Hall  
London Symphony Orchestra: conducted by Sir Colin Davis in works by Beethoven; May 17

## TV AND RADIO

● **WORLD SERVICE**  
BBC World Service radio for Europe can be received in western Europe on medium wave 648 kHz (463m)

## EUROPEAN CABLE AND SATELLITE BUSINESS TV

● **CNN International**  
Monday to Friday, GMT: 06.30: Moneyline with Lou Dobbs 13.30: Business Asia 19.30: World Business Today 22.00: World Business Today Update

● **Business/Market Reports:**  
05.07; 06.07; 07.07; 08.20; 09.20; 10.20; 11.20; 11.32; 12.20; 13.20; 14.20.

At 08.20 Tanya Beckett of FTTV reports live from LIFFE as the London market opens.

## COMMENT &amp; ANALYSIS

LIONEL BARBER  
EUROPEAN VIEWPOINT

## The second coming

Jacques Delors could return to debate the constitutional future of Europe as it prepares to expand eastwards. But is he needed?

Here we go again. A Wise Man's Group on the future of Europe, this time headed by the philosopher king himself, Jacques Delors.

The proposal is President Jacques Chirac's, the same Mr Chirac who declared the other day: "Europe faces new challenges, and new challenges require new faces." Mr Delors has many qualities but he is hardly a fresh face. Nor does he have much in common with Mr Chirac.

Mr Chirac unveiled his Wise Man's initiative immediately after the Brussels summit that selected the founder members of economic and monetary union but ended in a bruising compromise over the presidency of the European Central Bank.

The suspicion is that the French president wants to divert attention from the rupture between Paris and Bonn over the ECB. Mr Delors, an early supporter of German unification, will always be welcome on the other side of the Rhine. But Mr Kohl must still be wondering why a weakened Mr Chirac is so keen to reopen Europe's constitutional debate.

After all, the 1997 treaty of Amsterdam - the European Union's most recent constitutional revision - has barely been signed. It still faces ratification hurdles, notably in a referendum in Denmark on May 28. Mr Delors' second coming looks premature, even risky.

Six years ago Mr Delors, then president of the European Commission, sanctioned a review of the EU's institutions ahead of enlargement to Austria, Finland and Sweden. The 1992 Maastricht treaty had yet to be ratified, but Mr Delors felt the treaty lacked ambition. He wanted a

Political Europe to balance the planned Monetary Europe.

The Commission review leaked. Proposals to strengthen the powers of the Commission president and to dilute the representation of smaller countries were reduced to a memorandum, if misleading, UK newspaper headline: "Delors plan to rule Europe." Voters took fright and the Maastricht referendum in Denmark was narrowly lost.

Thanks to the ingenuity of Brussels lawyers, EU leaders pasted together an amended version of Maastricht that passed muster in a second Danish referendum in May 1993. But the Union's planned eastern enlargement early next century means the institutional question will not go away.

A year ago, in the Dutch town of Noordwijk, Mr Chirac tried to win German support for reforms. He wanted to cut the 20-strong Commission to 10 members, removing the automatic right of each country to one representative. He also



Jacques Delors: in demand

pressed for a reweighting of the votes to reduce the disproportionate weight of smaller countries in the decision-making Council of Ministers.

The Germans were tempted, but Mr Kohl put off the moment of reckoning. He was worried that an argument between small and large countries risked disrupting the EU's crowded political calendar, which required decisions on EMU, enlargement and the future size of the EU budget by the end of the decade.

The Amsterdam treaty ended up with a protocol that provides for a review of the size of the Commission, the weighting of votes and the extension of majority voting as soon as the Union moves beyond 15 members. Now that enlargement negotiations are under way with five central European candidates plus Cyprus, the question of when and how to tackle institutional reform is back on the agenda.

Mr Chirac's instinct is to tackle the issue sooner rather than later. French officials claim that Mr Chirac backed a French candidate for the ECB so vigorously because he was stung by charges of "capitulation" to Germany on the balance of power in European institutions. They warn that France will block enlargement unless it obtains satisfaction.

The Germans are torn. Either they gang up with the French at the expense of smaller countries, or they push parity to its logical conclusion and demand better representation for 80m Germans in Europe's institutions.

Equally, Germany has become more attached to the national veto, fearing that the extension of majority voting in justice and home

affairs could weaken national defences against illegal immigration. Yet the Germans know that more majority voting is the price smaller member states such as Belgium and the Netherlands will extract for a reduction in their voting weights and a safe passage for eastern enlargement.

The British government is watching developments with a mixture of fascination and trepidation. Tony Blair thinks the EU's institutions and decision-making procedures are creaking with 15 members. However, the idea of Mr Delors, the *démiurge* of Brussels, heading such a debate makes Downing Street distinctly uneasy.

Mr Blair should be less timid. Britain has little to lose and everything to gain by a bolder stance on institutional reform. The Amsterdam summit came close to a deal that would have strengthened the voting power of the big countries in return for giving up one of their two EU commissioners. A moderate extension of majority voting is manageable if the Labour government - unlike its Conservative predecessor - does not treat national sovereignty like virginity.

Mr Blair could canvass support for a short, sharp constitutional conference early next year under the German presidency. The aim would be a deal before the appointment of the next Commission president at the June summit in Cologne.

The president-designate - take your pick from Felipe Gonzalez, Giuliano Amato, Chris Patten, Peter Sutherland or half a dozen others - would then be able to pick a sensibly sized team in the second half of the year ready to take office in January 2000.

The risk of a delay is that countries will hold enlargement hostage to institutional reform. Optimists in Brussels say the resulting crisis will force the compromises necessary to let the Poles, Czechs and Hungarians into the Union around the new informal date of 2004. That, however, is a Chirac-sized gamble Mr Blair would be wise to shun.

Home Barber

## LETTERS TO THE EDITOR

## Economic performance, not interest rates, should drive currency levels

From Mr Hans Edwards.

Sir, We hear once again, in your article "Volkswagen stands proudly beside polished fleet" (May 9-10), about VW's bid for Rolls Royce Motors, of the bettering British industry is taking because of the strong pound in the 1990s we exchanged one pound for DM11.2. It has been about DM3 to the pound. Did we hear German industry complaining about the strong D-Mark over the past 30 years? If Britain had learned to sell goods on quality rather than price, perhaps it would not now be offering Rolls Royce to the German car industry.

Hans Edwards,  
Brand 2,  
3653 Leoben, Austria

From Mr Eamon O'Neill.

Sir, Philip Coggan, in his article "Not quite so sterling after all" (May 9-10), observes in relation to the over-valued pound that "the

Japanese and the Germans have done pretty well out of their strong currencies over the last 25 years". This point has recently appeared so often in otherwise rational articles that I suspect energetic Treasury spinning somewhere in the background.

There is a world of difference between the consequences of a currency that is strong because of a superior trading performance and despite low interest rates, and one that is strong because of high interest rates and despite a moderate trading performance. The Germans did not "do well out of their strong currency"; rather they had a strong currency (with its attendant benefits) because, first, they did well. During most of the period of D-Mark appreciation, German interest rates were low, and the fiscal balance strong. In consequence the appreciation could be managed, in part as

an aspect of inflation control, such a way that the appreciation was always behind the curve of an improving productivity. At each revaluation, German exporters chuntered a bit, but could then get on with creating the necessity for the next revaluation.

The near 40 per cent appreciation of sterling against the D-Mark in the period up to mid-April was not in the same category. It is true that the UK may be better able to emulate the German performance of the 1950s-1960s now than in previous decades, but the essential prerequisite is that the inflation target and fiscal stance be tighter, interest rates lower, and the level of the currency be driven by economic performance alone and not by interest rates.

Ronan O'Neill,  
Jerome House,  
Front Street, Churchhill,  
N. Somerset SS25 5NG, UK

## Market gap is for early morning flyer

From Mr Henry Essenberg.

Sir, In casting doubt on my remarks quoted in your "The Business of Travel Review" (May 7), Roland Fersky (Letters, May 9/10) overlooks the distinction I was making.

I questioned which airlines were catering for the needs of the smaller businessman or woman who needed to get to the other end of the country first thing in the morning but who did not have the travel budget of a blue-chip company.

KLM UK believes that this middle market is being largely ignored by the no-frills carriers and the premium-priced business airlines and is a sector that we are therefore targeting.

However, Mr Fersky uses a midway departure as his example. He may be interested to know that under KLM UK's newly introduced fares structure, he could currently purchase a one-way ticket from London Stansted to Edinburgh for £38. KLM UK also allows the flexibility of six departures every weekday.

Henry Essenberg,  
chief executive,  
KLM UK,  
Stansted House,  
Stansted Airport,  
Stansted, Essex, UK

## Microsoft should stick to what it does best

From Mr Simon Dye.

Sir, Regarding your leader "Microsoft ain't broken" (May 8), Microsoft is not "simply being much better". The company's Windows 3.11 series operating system brought us 16-bit technology, Windows 95 brings us 32-bit

technology. Windows 98 promises us a dodgy browser - even though games players have been able to use 64-bit technology for several years.

We are all held to ransom by this monopolist which should be made to concen-

trate on that which it does "best": operating systems and less the internet and the rest of others.

Simon Dye,  
78 All Saints Road,  
Cheltenham,  
Glos GL4 2HA, UK

## Women shown to have made positive impact in business

From Ms Virginia O'Brien.

Sir, After reading the review "And the bad news is..." (May 1) of my book *Success on Our Own Terms: Tales of Extraordinary Women*, I feel compelled to clarify some points.

The stories of the 45 women in Fortune 500 companies demonstrate the progress they have made. A national survey I developed,

to which almost 700 female managers responded, provides additional data: 92 per cent were satisfied or more than satisfied with their career choice; 78 per cent satisfied or more than satisfied with the management level they had attained; and 72 per cent felt the same about the balance in their lives.

Contrary to ignoring the glass ceiling, (referenced the

Glass Ceiling Commission report, and provided guidelines from key factors needed for successful women's initiatives. I also purposefully chose progressive companies acknowledged by the commission in order to model programmes and best practices that have helped women advance.

Rather than recommending complacency, the book defines way of navigating

corporate corridors, highlights women's brave moves, demonstrates new working structures pioneered by women seeking balance, and focuses on ways in which individual women have made systemic changes in their organisations.

Virginia O'Brien,  
28 Columbia Road,  
Marblehead, MA 01945,  
US

## PERSONAL VIEW WILLIAM JENNARD

## Three steps to heaven

Privatisation, competition and regulation are fundamental if the world is to build an efficient information infrastructure

In 1861 Nathaniel Hawthorne, writing in a world where electricity was in its infancy, said: "By means of electricity the world of matter has become a great nerve, vibrating thousands of miles in a breathless point of time... The round globe is a vast... brain, instinct with intelligence."

Al Gore, the US vice president, quoted these words four years ago at the first World Telecommunication Development Conference in Buenos Aires. He called on the nations of the world to join in building that great electronic "nerve": a global information infrastructure.

The theme was picked up in March in the second World Telecommunication Development Conference in Malta. So how are we doing so far?

There is no question the digital information age we are entering is changing the way we communicate and the way we live our lives. You need it as soon as you walk into an elementary school and see fourth graders logging on to the Internet for a science project. You see it in the workforce where people sit at home with a laptop in New York and send documents back and forth to colleagues in Hong Kong. The digital revolution has become an engine of job creation and the lifeline of the global economy.

However, this staggering accomplishment does bring some challenges with it. Building a global information infrastructure is a highly capital-intensive endeavour. The question is: what is the quickest and fairest way to finance it?

Traditional sources of revenue, such as settlements payments, are drying up. The settlements system, which requires carriers to pay inflated international termination charges to carriers on the receiving end of a call, has served as an important source of revenue for building infrastructure. But Internet telephony and other alternative calling methods such as least-cost routing (in which calls are routed through countries with lower rates) and call-back



Keywords: privatisation is a keyword

(which enables overseas callers to access cheaper US rates) are eroding the settlements system.

So what should be put in its place? Three elements seem to be essential.

First, privatisation. For some governments this will be enormously difficult. But

of private capital available to fund telecommunications infrastructure development. More than 40 telecommunications companies, including operators in Argentina, Ghana, South Africa and the Philippines, have been privatised since 1994, raising \$150bn in private capital.

The digital information age is changing the way we live. When you walk into an elementary school you see fourth graders logging on to the Internet

building a firm foundation for telecommunications development ultimately depends on their meeting that challenge. For one thing, private investors have proven more willing than governments to invest in new technologies. A government monopoly, for example, would probably not have the incentive to place low earth orbit satellites capable of providing high-speed voice, video and data services around the globe. But private companies are already doing it.

Because of such examples, the information revolution has made billions of dollars

The rest of the world needs to follow suit.

But privatisation is not enough. If carriers are allowed to remain monopolies, only a select group of private investors will receive monopoly profits. That enables consumers and stifles the economy. Even a privatised monopoly will be slower, less efficient and less innovative at building a network. Meanwhile services will be more expensive.

That is why a second ingredient is essential: competition. In those countries that have permitted competition, the benefits to consumers in the form of lower

prices and better services have been undeniable.

According to one recent study, prices for international service have declined by 78 per cent in the UK and by 60 per cent in Japan. Figures from the Federal Communications Commission indicate that consumers in Chile, which instituted a regime of cut-throat competition in the mid-1990s, have enjoyed cuts of 90 per cent.

Because the evidence is so compelling, several countries including Hong Kong, Singapore and Mexico recognised the problems inherent in their monopoly policies and ended their carriers' monopolies earlier than planned.

But that is not enough either. This is a system that needs not just government oversight, but also highly independent regulation. Governments should not provide telecommunications services. But they can act as guardians of competition. And they can even champion new entrants in the market. In fact, the transition from monopoly to competition will require a heavy dose of regulatory intervention. Competitors must be able to gain access to existing networks at fair prices if competition is properly to take root.

In order to ensure that a competitive and liberalised market benefits consumers, governments must establish regulatory authorities independent of the incumbent operator and shielded from political pressure. These regulators must have licensing and enforcement authority in order to establish a fair, transparent and predictable regulatory process.

Privatisation, competition, independent regulation. These are the keys to ensuring that everyone, rich and poor, urban and rural, in all regions of the globe can have access to the opportunities that the information age is so rapidly creating.

We have not achieved Hawthorne's vision. At least not yet. But we are on the right road.

The author is chairman of the Federal Communications Commission



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## COMMENT &amp; ANALYSIS

## FINANCIAL TIMES

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Wednesday May 13 1998

## Japan and the G8

Pity poor Ryutaro Hashimoto, Japan's prime minister. When he goes abroad he is lectured on Japan's economic failings. This weekend's summit of the group of eight industrial countries will be no exception. How might the Japanese prime minister respond?

Mr Hashimoto could say that the March stimulus package is different from its predecessors. He might even be right, since the government argues that the stimulating effect of the ¥16,800bn (£75bn) package will add between 2 and 3 per cent to gross domestic product. He could also note the decision to inject large amounts of public money into the banking system, taken last year. The government now expects the 19 biggest banks to write off ¥10,300bn in non-performing loans this year, a substantial proportion of the ¥16,800bn in non-performing loans identified last September. Unfortunately for Mr Hashimoto, these belated U-turns will be greeted with scepticism, for three good reasons: Japan's history of denial, inadequate packages and further denial, scepticism about the statistics on banks, and doubt whether even the latest package will more than offset the economy's downward slide.

Nevertheless, Mr Hashimoto is entitled to make at least two strong points to western leaders, in his turn. One is that Japan's longer-term solution

has to include a substantial and sustained current account surplus, given its high savings and limited domestic investment opportunities. The second is that the programme of radical de-regulation they recommend is very likely to make the short-term situation worse.

What would happen, for example, if employers decided to divest themselves of redundant workers? Unemployment would jump and already widespread insecurity would increase, so creating still higher propensities to save than today. Again, what would happen if western notions of shareholder value were to permeate companies? Current investment plans would be slashed. The combination of higher saving and lower investment could push the economy into a slump.

In all probability, what is needed is a combination of extremely aggressive fiscal and monetary pump-priming now, with radical de-regulation in the medium to long run. But the yen is then likely to stay weak and the current account surplus to grow.

Mr Hashimoto's peers are right to remind him of his responsibilities, but they need to realise how intractable Japan's challenges have become. Not only must they eschew simplistic slogans; they must recognise that a solution will require them to tolerate a larger Japanese surplus as well.

## Burying Ilsa

A touch of spring has recently come to relations between the US and the European Union, prompting a quest on both sides of the Atlantic for closer partnership. The new mood is welcome. But if it is to prove more than a passing fancy, old quarrels must first be buried. None more urgently than the dispute over US extra-territorial sanctions legislation.

The drive is under way to reach a settlement at Monday's US-EU summit in London. There are signs that differences are narrowing over one point of contention, the Helms-Burton anti-Cuba law. Much hard bargaining remains. But the outlines of a deal now seem to be taking shape.

A potentially bigger stumbling block, however, is the Iran-Libya Sanctions Act (ILSA), directed at foreign investors in the two countries' energy industries. Topping Cuba's Castro regime is a uniquely American obsession. But Iran's strategic Middle East location, large energy reserves, past sponsorship of terrorism and quest for nuclear weapons raise much wider geo-political and economic concerns.

The EU says that, unless the threat of ILSA sanctions is lifted, there can be no deal. As well as insisting that the US absolute Total of France over its role in a 50th Iranian gas project, Brussels wants a waiver under ILSA for all European companies. EU members solidly support that demand.

That poses a dilemma for Bill Clinton. Although he has the power to waive the enforcement of ILSA, using it could anger Congress. It could also prompt a rush of European investment into US oil, unleashing pressure from US oil companies for freedom to do likewise, thereby undermining US sanctions policy.

Mr Clinton should have these risks and rapidly grant a waiver. It is in any case unclear that US sanctions are more effective than Europe's preference for cautious engagement in bringing Tehran to heel. But the decisive argument is that harmonious US-EU relations are much too important to be jeopardised by differences over tactics towards Iran. Furthermore, as long as ILSA remains a running sore, the US and EU will find it hard to formulate a common stand towards Tehran.

The EU needs to do all it can to assist Mr Clinton by showing genuine commitment to that goal. That does not require subservience to US dictates. But it does mean quashing any suspicion that Europe's stance is based less on principle than on commercial opportunism.

Monday's summit offers a real chance to make a breakthrough. Seeking it would remove a dangerous irritant from transatlantic relations. It would also send a strong signal that the US and EU really are serious about deepening their partnership.

## Köhler's turn

Fifty-three years after the end of the second world war, it is high time to consider a German candidate to head a new multinational body. Good news, then, that Germany plans to nominate Horst Köhler as president of the European Bank for Reconstruction and Development.

This time the EU must avoid the bickering which surrounded Wim Duisenberg's appointment at the European Central Bank. It should throw its weight behind Mr Köhler, and he should accept the job. The EBRD would benefit from his long experience of financial diplomacy, including years as a G7 sherpa.

Nationality should not matter in such appointments, but it almost always does. The politicians who make the decisions cannot resist playing to their national audiences. French leaders, especially, regard putting Frenchmen in high international places as a major national interest. Other countries often end up letting France have its way mainly to avoid embarrassment.

Appointing a German at the EBRD, in succession to Jacques de Larosière retired in January, has hurt its morale and undermined its cohesion. The new president must help set

clearer priorities, resolving contradictions between the demands of the bank's 60 member countries and organisations.

Among these are differences about which transition states deserve most support. The US, the UK and Germany favour concentrating on Russia and other ex-Soviet states, which have the greatest difficulty in attracting commercial capital, while France and some other EU members want EBRD money to help finance EU accession costs in central Europe.

A related argument concerns treatment of risk. The EBRD is required by its charter to follow sound banking principles, but also to operate in high-risk countries. Some members favour caution, others say the bank's raison d'être is to go where others fear to tread. The president must cut a clear path through this jungle. He should also look carefully at the bank's structure. Operations are still supervised by a cumbersome board of 23 resident directors, each with their own office, as established by the original charter. Every lending decision, however small, must pass this board. Each director has the right to ask questions and demand information from EBRD staff. This wasteful system can be changed only by member governments. But the new president must at least start a quiet campaign for reform.

## Explosion of self-esteem

Amy Louise Kazmin and Quentin Peel explain why India took the drastic step of testing a nuclear bomb and ask how the rest of the world will react

India was yesterday celebrating its formal entry to the club of nuclear powers after the successful underground testing of an H-bomb, a trigger device and a tactical nuclear weapon. The rest of the world looked on with undisguised alarm.

Scarcely a voice was raised in Delhi to question the wisdom of the government's decision to abandon its ambiguous status of possessing a recognised nuclear potential but no credible nuclear deterrent - by carrying out tests.

Press and politicians vied for superlatives to praise the event and the scientific achievement behind it. The Pioneer newspaper described it as "an explosion of self-esteem", while the Indian Express, in a front-page editorial, called it "a jump-start to India's dormant, frozen spirit".

In neighbouring Pakistan, the tests aroused a predictable wave of defensive nationalist fury, with demands for an instant response to demonstrate Islamabad's comparable nuclear capacity.

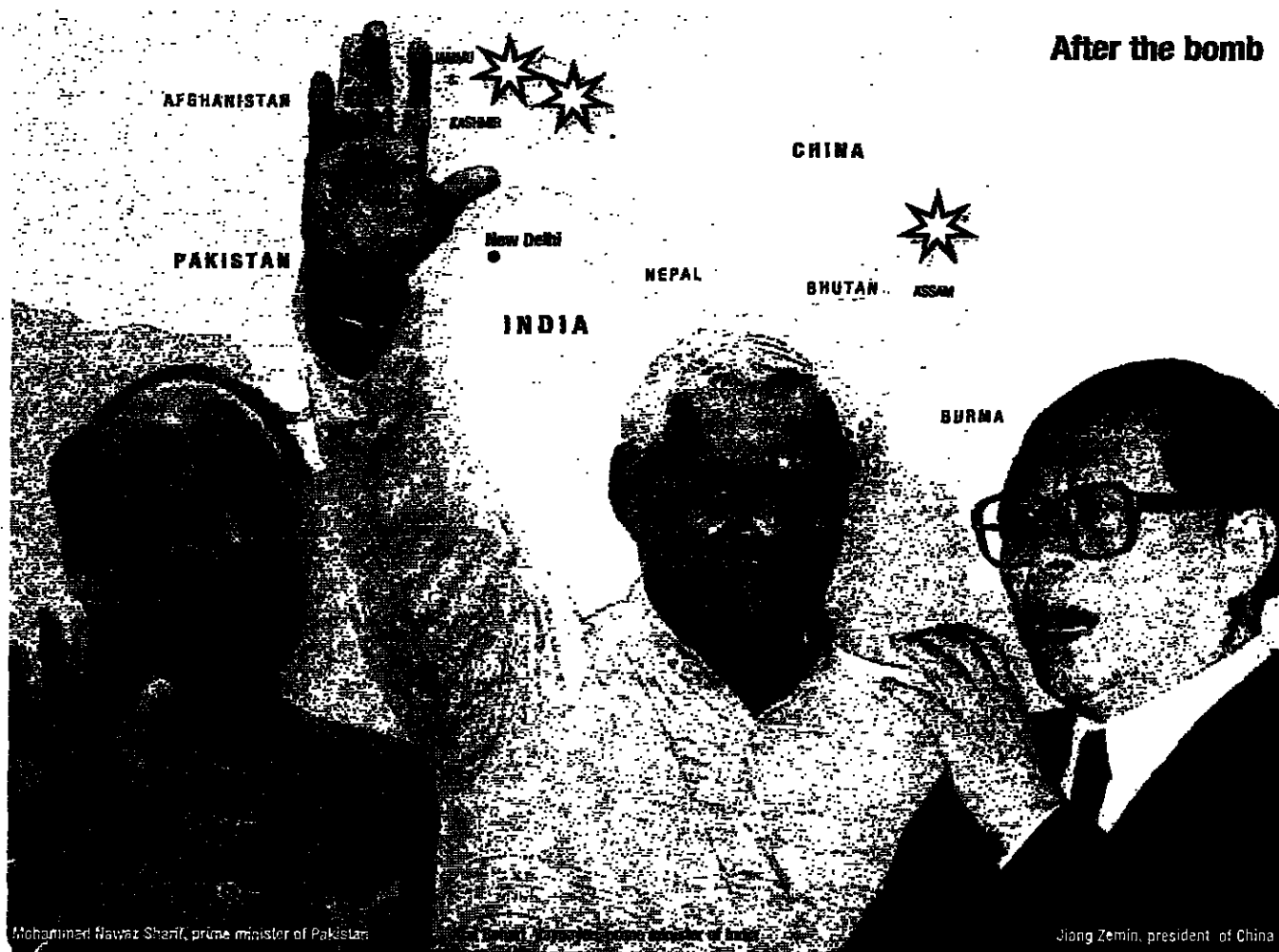
As for the rest of the nuclear and non-nuclear world, even India's closest allies, such as Russia, expressed abhorrence and dismay. President Boris Yeltsin said: "India has let us down". President Bill Clinton was said to be "deeply distressed". Japan threatened to freeze its \$1bn annual aid programme, while Britain declared the entire European Union "surprised and disgusted".

The contrast between domestic euphoria and international condemnation could scarcely have been starker. Yet there seems to have been a classic dialogue of the deaf: both India's action, and the international reaction, could have been foreseen.

The question now is whether New Delhi may have miscalculated. Instead of forcing its way to the international top table, has it left itself threatened with isolation? As for the outside world, the challenge is whether to believe the Indian government's protestations of a commitment to total disarmament or whether to punish it behind a wall of sanctions, which might simply fuel a new regional arms race.

For 24 years, India has straddled the nuclear fence. After detonating one nuclear device - which it claimed was for "peaceful" purposes - in 1974, Delhi refrained from further tests or weapons development, calling instead for global nuclear disarmament.

But in recent years, Indian security experts said the coun-



Yashwantrao Chavan, former prime minister of India

Jiong Zemin, president of China

try's ambiguous position had become increasingly pointless and even counter-productive. Under fierce pressure from the US to sign the comprehensive test ban treaty in 1996, the Indian government had to decide whether it would finally exercise its nuclear option or foreclose on it for good. It refused to sign, a move that led inexorably to this week's triple tests.

"It was its last chance to make up its mind," says Brahma Chellaney, professor of security studies at the Centre for Policy Research, an independent New Delhi think-tank. "They had to push ahead or be left with an option that was an option in name only."

Air Commodore Jasjit Singh, director of the Institute of Defence Studies, believes the move had become inevitable. One of a three-man committee reviewing India's entire defence strategy, he has little doubt about the main purpose of a nuclear deterrent. On one wall of his office he boasts an official Chinese map of

the region, showing a large slice of north-east India - Arunachal Pradesh and Sikkim - as part of China.

"It is not Pakistan. It is the China factor," he said in an interview last year. "It is taken for granted that we must do something to prevent any repetition of [the border war in] 1962," which saw the Indian army humiliated by China. "Who is competing with India for investment and for markets? China. Where is the ideological competition? China. And we are face to face on a difficult border, with outstanding territorial disputes."

"We need to be friendly with China. But on the other hand, an insurance policy is a necessity. That requires a minimum deterrent."

Yet behind India's security concern lies a deeper psychological need: to be regarded as a big player on the international stage. It was this that probably persuaded the new coalition government, led by the Hindu nationalist Bharatiya Janata party, to

carry out the nuclear tests, thus reversing five decades of foreign policy based on moral suasion, not force. Many Indians feel it has been long overdue.

"India is recognising the attributes of a big power - that talk and rhetoric and moralising isn't going to get you anywhere," says Bharat Karnad, professor of national security studies at the Center for Policy Research. "It's a hard-headed view of the world as it is, rather than the world as Indians would like it to be."

The biggest resentment is that the US seems obsessed with China, in spite of (or perhaps because of) its suspected exports of nuclear technology. Meanwhile, India is treated as a "minor league" player.

The Indian government is likely to have thought long and hard about the likely sanctions response of the outside world to its nuclear initiative. Diplomats in New Delhi admit there may be few sanctions that would really hurt and certainly none that could prevent its further nuclear

development. Yet the danger of international isolation is real. The US has to calculate how firmly it needs to respond in order to dissuade neighbouring Pakistan from rushing down the nuclear armaments path itself.

"India has miscalculated before, as when it backed Iraq in the Gulf war," says Damon Bristow, head of the Asia programme at the Royal United Services Institute for Defence Studies in London. "The US-India relationship has improved a great deal in recent years. I don't believe they have thought through the consequences. The Indian economy needs foreign investment and foreign technology. The US is its largest source."

Another miscalculation could be with China. "It is not obvious that by being robust to China you persuade it to be nice, to stop arming Pakistan and eventually abandon its own nuclear deterrent," says one western diplomat in Delhi. "It could launch an arms race that India cannot hope to win."

## Anything you can do

tion of Indian stocks. A test could use up a substantial portion of this; a display of its nuclear prowess would thus amount, according to John Simpson of the Mountbatten non-proliferation studies centre at Southampton University, to "unilateral disarmament".

A Pakistani test would leave Israel awkwardly exposed as the world's only "ambiguous" nuclear state: it has nuclear weapons, but has neither signed the nuclear non-proliferation treaty nor carried out an overt test.

Although nuclear weapons are

not directly relevant to Israel's security problems with Palestine, Mr Simpson believes Israel might now be tempted to use the nuclear issue to resist US pressure over ceding land for peace. If Washington persists, he suggests, Israel could threaten to declare itself nuclear. The downside would be that Arab states might then pull out of the non-proliferation treaty themselves.

Iraq and Iran are signatories to the treaty. UN inspectors believe Baghdad no longer has any fissile material. However, there is suspicion - though no firm proof - of nuclear

weapons development in Iran.

Possibly aware that its test could spur other countries to declare themselves nuclear, India sugar-coated its test announcement by repeating its dedication to "truly comprehensive" disarmament. It said it might now sign new commitments, though that is unlikely to mean the non-proliferation treaty, which Delhi regards as favouring nuclear "haves" (those who had nuclear weapons before 1967) over the "have-nots".

However, India on Monday indicated it would be prepared to consider adherence to some of

the undertakings in the comprehensive test ban treaty. For a country that did its very best to block the treaty when it was signed in 1996, this is new.

Delhi appeared to lay down at least one condition - a bar on the very low-yield "subcritical" tests permitted under the treaty for acknowledged nuclear states, together with computer simulation as a substitute for tests. But there appears to be a terrible Catch-22 with revising the terms of the treaty. It may not be possible to renegotiate until it comes into force; yet it cannot come into force until India, one of 40 countries named as a "necessary signatory", ratifies it.

David Buchan

## OBSERVER

## Airlift airbrush

The American public relations machine looks set for another triumph in Berlin today when President Bill Clinton flies in to hail the 50th anniversary of the Berlin airlift.

Uncle Sam is leading the razzmatazz, celebrating the Allied operation that supplied the 2m West Berliners from June 1948, when the Russians blockaded the city, until a few months after the siege was lifted in May 1949. The US is sending the leader of the free world and an aircraft display: the British are sending a band.

You wouldn't have thought that the idea of an airlift came from the British, who talked the gung-ho Yanks out of forcing land convoys across communist East Germany and then flew side by side with the Americans to take food and fuel to the beleaguered city. Crashes cost the lives of 39 British airmen, 31 Americans and at least nine Germans.

Berlin's city government also forgot a few details about one of its darkest hours: it put together some commemorative buff with lots of pictures of aircraft - all of them American. Some helpful Brits put the city authorities right before it was published.

## Walk-on part

Bill Clinton will be spending a couple of days in Germany, but he

can spare only a few hours for next week's 50th anniversary: the World Trade Organisation's Geneva bash to mark the birthday of the world trading system.

Clinton is dropping in on May 18, the day before the official WTO knees-up. Between being whisked to and from the airport and addressing a WTO ministerial meeting, he will be on the ground for four hours - tops.

The schedule does have the virtue of lengthening the odds against any embarrassing encounters with cigar-chomping scourges of capitalism: Cuban leader Fidel Castro is in town for the World Health Organisation's annual jamboree and will be staying on for the WTO beerfeast.

## Number crunch

Hungary's Postabank has had a bad couple of years, running up \$60m in losses and suffering a \$130m run when depositors in its core banking business had a bit of a crisis of confidence last year.

The government decided that another bail-out was needed for Postabank's bundle of businesses. A complicated deal involving Russian debt, Gazprom and offshore funds of unclear ownership seemed to be going slowly, so ministers decided that the Hungarian Development Bank and two other state-controlled outfits would put up the cash - giving the development bank a big say over the running of Postabank.

Cops. Postabank sent the three

state bodies an account number that no longer existed. If some bright spark hadn't spotted the slip, the money would have been sent back to the rescuers three days later - after the deadline for the capital injection. This would have delayed the whole process for goodness knows how long, leaving the current management under big boss Gabor Prinz more time to run up more debts.

Prinz now has to prepare for a meeting with his new shareholders to discuss the bank's bad loan portfolio - perhaps as early as next month. The word is that he might even be in another job before the summer holidays. Let's hope any golden handshake finds its way into the right bank account.

## Blissful unions

Daimler-Benz's merger with Chrysler could strain the bonds of brotherhood in the international labour movement.

The new company will have a 20-strong supervisory board - 10 appointed by shareholders, 10 by employees. The two companies will each nominate five members, but the word in the US is that the United Auto Workers will get just one of the 10 workers' seats and that IG Metall, the German union movement's biggest battalion, will hog the rest.

Such an arrangement would hardly reflect the numerical balance of the workforce: 120,000 at Chrysler and 300,000 at Daimler suggests that a 7-3 split

might be fairer. It looks like the workers of Chrysler have nothing to lose but their chairs.

## Stop press

Ignorance of the law is no excuse, they say, and Vietnamese premier Phan Van Khai is doing his bit to spread the word. After all, the socialist republic is keen to become a country governed by laws, rather than the whims of the Vietnamese Communist Party.

The English-language Vietnam News says Khai has instructed the Ministry of Culture and Information "to publish information on laws through the mass media". Decision 02/1998/CT-TTg of the premier's office instructs the media to "devote more space for dissemination of information on laws, and calls on reporters to write more stories about legal issues".

This worthy idea was issued on January 2 and the government rushed into print with it. Yesterday.

## High standard

The Rex Grenada Hotel, one of the swiftest hostels on the eastern Caribbean island of Grenada, was proud to fly the flag of Taiwan at the weekend to boast that Lien Chan, Taiwan's vice president, was staying there on an official visit.

Someone had forgotten that China's delegates to the Caribbean Development Bank meeting were also guests at the Rex. Taiwan's flag didn't fly for long.

## Financial Times

## 100 years ago

Strange Results in Argentina We learn from the report of the Argentine Conversion Office, as given in our Buenos Ayres namesake, that some very strange banking results have been obtained in the country during 1897. For instance, the Santa Fe Provincial Bank had at the time of the Government inspection deposits on call amounting to \$2,830 gold and \$912,000 paper, whereas its available cash was \$972 gold and only \$96,180 paper, while, though bills to the amount of \$2,671,431 paper had been discounted, the inspector considered that 80 per cent of these were an irretrievable loss. Another State bank is a creditor to the Provincial Government to the extent of more than the capital supplied by the Government to start it with.

## 50 years ago

Netherlands Queen Abdicating The Hague, May 12. Queen Wilhelmina, bowing to "the burden of increasing years," told her subjects and the world by radio to-day that she will abdicate in favour of her daughter, Princess Juliana, early in September. The 67-year-old Queen has reigned over the Netherlands and its colonial possessions for 50 years.

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# FINANCIAL TIMES

WEDNESDAY MAY 13 1998

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## THE LEX COLUMN

### Helmut's hope

"Our upswing is coming," say Chancellor Helmut Kohl's election campaign posters. At yes, but not yet, have returned Germany's six leading economic institutes. By shaving their 1998 gross domestic product forecasts by 0.2 per cent to 2.6 per cent and calling for faster reform, they have hardly endorsed his management of the economy.

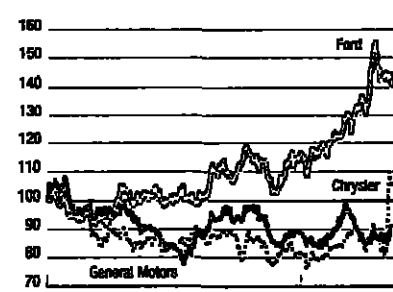
Even after four consecutive monthly dips, seasonally adjusted unemployment is still painfully high at 11.4 per cent. But it is some 0.4 percentage points off its December peak. And the institutes' forecast that the annual average will stay around this level clearly implies further falls in the second half, even if this nuance has been lost in the political hurly-burly.

Domestic demand should continue to strengthen slowly. Higher wage increases and a cut in the solidarity surcharge should fuel a rise in disposable income that will help consumer cyclical stocks, despite a rise in value added tax. And with inflation at just over 1 one per cent hardly a concern for the Bundesbank, the case for an interest rate rise that stifles the recovery looks thin on purely domestic grounds.

If the real impact of this upturn arrives too late to save the chancellor's political hide, investors should draw some comfort from the recent noises from Gerhard Schröder, the Social Democratic party's chancellor candidate. Making lower business taxes a priority is a start. However, large cuts are still unlikely given the need to check the growth of the fiscal deficit.

#### US car makers

Share prices relative to the S&P Composite



Source: DataStream

So much for potential. The reality may be less rosy. That is partly because a cut-throat approach to branch closures may not be politically acceptable in Belgium. It is also because Fortis's tough-minded managers have apparently been forced to accept that Générale de Banque's less ruthless top team will continue to play an important role. It is also too early to know which group of shareholders will gain most from this merger - as the terms of the proposed deal have yet to be announced. One thing, though, does seem pretty clear: a merged Fortis/Générale de Banque will be one of Europe's top 10 banks with a market capitalisation over \$30bn. As soon as this deal is digested, the highly-acquisitive Fortis will be sniffing around for the next.

#### General Motors

With DaimlerChrysler smoothly overtaking on one side and a newly cost-conscious Ford revving up, General Motors is back in the slow lane. Over the past three years its shares have badly lagged behind those of its rivals and the US market generally.

Meanwhile profits have been forging ahead, leaving the valuation at a level that looks low even by Motown's standards. At \$72 a share the group is capitalised at \$48bn. Subtract the near-\$17bn value of GM's 75 per cent stake in separately-quoted Hughes Electronics. The Delphi car parts division should be worth another \$11bn on 10 times forecast 1998 earnings. And the group has a \$7bn cash

hoard. That gives an implied value of \$13bn for the worldwide automotive businesses (including the GMAC financing unit), which are expected to produce net profits of \$4.4bn this year - a price/earnings multiple of less than three.

A lowish valuation is no doubt deserved. GM's margins are thinner than its peers, and it faces heavy investment to revamp its stale model range and improve efficiency. But the main problem has been that, share buy-backs apart, GM has been unwilling to think more radically. It does not plan to demerge Hughes, while the promised spin-off of Delphi keeps receding into the future. Both these moves could unlock substantial value. Perhaps the DaimlerChrysler merger is the catalyst that will prod GM into action.

#### Body Shop

Anita Roddick will not appreciate the comparison, but Body Shop's woes lack Laura Ashley to mind: controversial chief executive, small but powerful global brand, dual manufacturer/retailer role and troubles in the US. The comparison, of course, is unfair. Body Shop is still making a decent £38m profit and has a healthy balance sheet. But sluggish sales and stagnant profits, culminating in the appointment of a new chief executive, are evidence all is not well.

Arguably Body Shop was seduced by the power of the brand into believing it could sell itself. This was part naivety, part arrogance that the group's distinctive roots would allow it to continue succeeding on its own terms. But size demanded conformity. Nowhere has this been clearer than in the US where Body Shop's 280 stores lose money. The ephemeral magic of the global brand may be alluring, but the tills will not jangle without stooping to accommodate local tastes. Moreover, the big jump in stocks is evidence that brilliant product development without retail discipline can be costly.

Will new man Patrick Gournay set things right? That depends on how much latitude he is given. The company is top-heavy, but if the will to reform is there he may yet succeed. At a 50 per cent discount to the market, the shares are cheap. Investors, though, should wait until the changes show up in the numbers before buying.

## Brussels criticises plans to introduce a 35-hour week

French and Italian schemes will hit labour flexibility, says Commission

By Lionel Barber in Brussels

The European Commission will today criticise the French and Italian governments' plans to introduce a 35-hour working week.

The Commission argues in its proposed macro-economic guidelines for the European Union that the planned legislation is not conducive to promoting flexible labour markets and job creation.

The Commission is understood to have toned down the criticism, but it is still a pointed reminder to France and Italy that employment policies are no longer "off-limits" for Brussels. EU finance ministers will consider the guidelines next week.

The process of peer review is set to continue today when the Commission debates national plans submitted by the 15 EU member states to act on the 15m people out of work in the union.

The plans stem from an agreement last November that member states should commit themselves to quantifiable and verifiable targets for improving labour market flexibility.

employability, vocational training and reducing the number of people who drop out of school early.

All those under 25 should, in principle, be offered a new start before being out of work for six months. The same guarantee should apply to adults out of work for 12 months.

EU leaders will evaluate progress at the Vienna summit in December. The Commission is reserving the right to make recommendations if it considers that member states are off course, a senior official said yesterday.

Despite the mild criticism of French plans for the 35-hour working week, the initial Commission response to the government's employment action plan is favourable.

The Commission believes that Paris is on course to meet its planned spending to reduce long-term unemployment. "They get a silver medal," said one official.

Sweden, the Netherlands, Denmark and latterly the UK appear to be ahead of the pack on tackling long-term youth unemployment.

France, Ireland, Luxembourg, Spain, Belgium and Finland are strengthening their commitment within clearly fixed targets or timetables, according to the Commission.

Italy, Portugal and Greece are singled out for not supplying sufficient detail on how they intend to meet the 19 guidelines in the agreed timetable. Italy and Portugal are also criticised for not showing clearly how they intend to tackle long-term unemployment.

By contrast, France, Luxembourg, Spain and the UK have offered detailed descriptions of how they are intervening at an early stage to prevent the same problem.

Member states have submitted a welter of information on how they intend to meet the guidelines, but details on spending are sketchy, says the Commission.

One reason is that governments submitted their employment plans after the decisions on 1998 budgets were in place.

German recovery forecast, Page 2  
Second coming of Delors, Page 10

## Indonesian security forces kill four anti-Suharto protesters

By Sander Theones in Yogyakarta and Reuters in Jakarta

Indonesian security forces killed four student protesters in Jakarta yesterday, raising concerns that violence was escalating across the country as more people demanded President Suharto's removal from office.

Staff at a hospital mortuary said four corpses, all identified as male students of Jakarta's Trisakti University, had been brought in following a rally of at least 1,000, which blocked traffic on one of the city's main thoroughfares.

Hospital officials said two people had been brought in with gunshot wounds, one with a knife wound and 17 had suffered injuries from beatings.

Dozens of weeping students gathered outside the mortuary. Some observers said riot police had opened fire on the crowd after students beat up an undercover intelligence agent. The assistant rector for student

affairs at Trisakti, a private Christian university, said several students had been injured by gunshots and stones.

Trisakti is one of the most expensive universities in Indonesia. Many of its students are from wealthy ethnic Chinese families or from the families of top government officials. They had previously been less active than other students.

The student protests gained fresh momentum last week when the government sharply raised prices for fuel, public transport and electricity, triggering a rise in food prices and other commodities.

Hospital staff could not say whether yesterday's victims had been hit by real or rubber bullets.

Seven more people were wounded during two demonstrations in Bogor and Kapung, while five peaceful protests were held in Jakarta and one in Yogyakarta. More protests are scheduled for today. Officers beat a bystander to death in Yogyakarta on Friday, and students killed an

undercover agent in Bogor at the weekend. Last week, two protesters were killed after student demonstrations escalated into rioting and looting by thousands of citizens in Medan.

Indonesia's security forces, although powerful, are only 500,000 strong and analysts say they are stretching themselves to contain the protests.

Student leaders say they will mount their largest protests yet on May 20, a national holiday in honour of Indonesia's first nationalist movement in 1908.

"Any crackdown by the army won't stop the students," said Lance Castle, an Australian professor of sociology, who watched protests in Yogyakarta.

"I have never before predicted that Suharto's days are numbered but I can't see how he can get out of this one."

Mr Suharto, 76, is out of the country, attending a summit of emerging nations in Egypt.

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US pilot Gail Halvorsen, who helped supply Berlin during the 1948 Soviet blockade, meets resident Ingrid Gliesche at an anniversary event

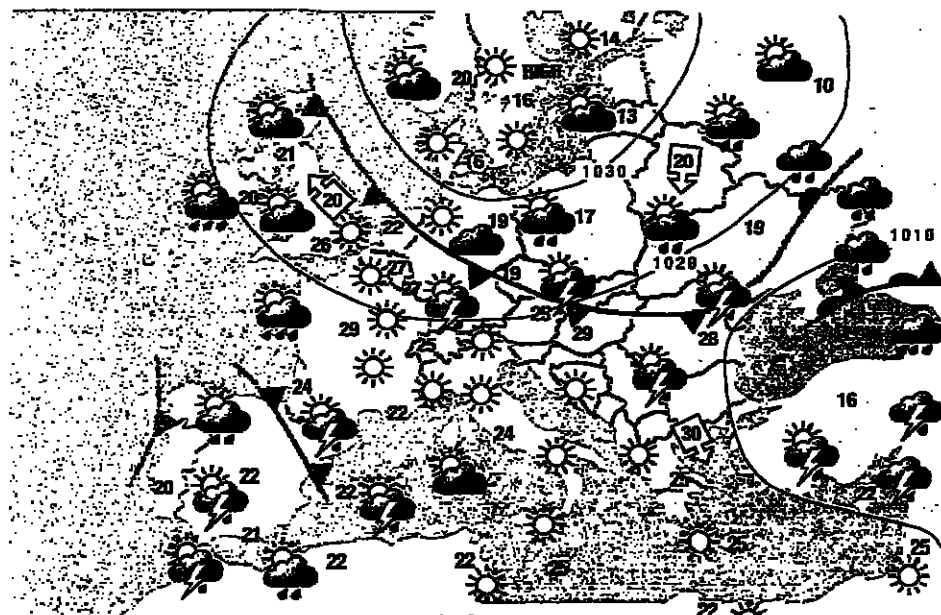
### FT WEATHER GUIDE

#### Europe today

Scandinavia will have plenty of sunshine, although there will be isolated showers in the mountains in northern and western Norway. Central and western Europe will be warm with sunny periods, but afternoon thunderstorms are likely, especially over the Alps. Spain and Portugal will remain unsettled, with sunshine giving way to showers and thundery rain. The central Mediterranean will be sunny and hot. Greece will be sunny, but Cyprus will be thundery. It will be cool and showery in north-east Europe.

#### Five-day forecast

Central and southern Scandinavia will remain fine with sunshine. North-east Europe will have showers and north-west Europe will become less warm. Spain and Portugal will continue showery, and it will become thundery over southern France, the Alps and Italy.



Situation at midday. Temperatures maximum for day. Forecasts by FT WEATHER CENTRE

TODAY'S TEMPERATURES			
Abu Dhabi	Sun 43	Beijing	Rain 20
Accra	Sun 33	Bombay	Sun 33
Algiers	Shower 22	Buenos Aires	Sun 27
Amsterdam	Sun 22	Budapest	Thunder 29
Athens	Fair 26	Chengdu	Sun 16
B. Aires	Fair 18	Colombo	Sun 27
Bombay	Sun 33	Dakar	Sun 24
Buenos Aires	Sun 27	Dallas	Sun 26
Budapest	Thunder 29	Dubai	Sun 41
Chengdu	Sun 16	Dubai	Sun 41
Colombo	Sun 27	Hong Kong	Shower 30
Dakar	Sun 24	Honolulu	Fair 20
Dallas	Sun 26	Islandia	Fair 15
Dubai	Sun 41	Jakarta	Fair 32
Dubai	Sun 41	Jersey	Fair 21
Hong Kong	Shower 30	Johannesburg	Sun 14
Honolulu	Fair 20	Khartoum	Sun 38
Islandia	Fair 15	Kuwait	Shower 19
Jakarta	Fair 32	L. Angeles	Sun 24
Jersey	Fair 21	Las Palmas	Fair 26
Johannesburg	Sun 14	Lima	Shower 20
Khartoum	Sun 38	London	Sun 28
Kuwait	Shower 19	Luxembourg	Sun 27
L. Angeles	Sun 24	Lyon	Sun 27
Las Palmas	Fair 26	Madrid	Fair 21
Lima	Shower 20	Madrid	Shower 20
London	Sun 28	Majors	Thunder 22
Luxembourg	Sun 27	Malta	Fair 25
Lyon	Sun 27	Manila	Fair 26
Madrid	Fair 21	Melbourne	Fair 18
		Mexico City	Sun 31
		Miami	Sun 32
		Milan	Sun 23
		Montreal	Sun 22
		Moscow	Shower 10
		Munich	Sun 27
		Nairobi	Thunder 27
		Naples	Sun 25
		Nassau	Fair 30
		New York	Fair 19
		Nile	Fair 23
		Niagara	Thunder 22
		Oslo	Sun 20
		Paris	Sun 28
		Perth	Fair 23
		Prague	Fair 19
		Rangoon	Fair 32
		Reykjavik	Rain 10
		Rio	Fair 27
		Rome	Sun 24
		S. Francisco	Shower 16
		Seoul	Sun 26
		Singapore	Thunder 32
		Stockholm	Sun 16
		Strasbourg	Sun 27
		Sydney	Fair 20
		Taipei	Cloudy 21
		Tel Aviv	Thunder 25
		Tokyo	Shower 21
		Toronto	Cloudy 25
		Vancouver	Shower 17
		Venice	Sun 27
		Vienna	Fair 25
		Warsaw	Fair 17
		Washington	Cloudy 21
		Wellington	Shower 14
		Winnipeg	Shower 21
		Zurich	Sun 27

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**COMPANIES & MARKETS**  
WEDNESDAY MAY 13 1998  
Week 20

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INSIDE

**C&W to outline European plans**  
Dick Brown, chief executive of Cable & Wireless, the telecommunications group, is not one to flag his intentions to the world before the moment is right. But at today's results meeting he is promising to set out his strategy for Europe. Most interesting is the planned sale of 20 per cent of Bouygues Télécom, the French mobile operator, to Telecom Italia. The latter is not an obvious partner for C&W, but it is becoming clear that the alliance is the foundation for Mr Brown's territorial ambitions. Page 19

**Devaluation fear haunts Caracas**  
Venezuela has been struck again by political uncertainty and economic volatility. Last week, the mounting uncertainty over the outcome of December's presidential elections combined with weak revenues from oil to push the Caracas stock market down to a 13-month low. And in spite of government claims, the fear of a devaluation continues to affect sentiment. The bolivar continues to appreciate and is, by some estimates, overvalued by about 30 per cent. Page 34

**Russia's oil barons feel the squeeze**  
Russia's oil barons, who a few years ago were bragging that they would soon be taking over the oil multinationals, have been battered by the fall in oil prices. But some observers argue that the current price pressure could be just what Russian oil groups need to grow into world-class corporations. Page 24

**ADB scales down bond offering**  
The Asian Development Bank has scaled down today's global bond offering, partly because of continued market concern about the economic and social situation in South Korea and Indonesia. The \$2bn bond will help fund some of the ADB's contribution to the International Monetary Fund-led rescue packages for Korea, Indonesia and Thailand. Page 22

**Karachi hit by N-test fall-out**  
Rising regional tensions in the wake of India's nuclear tests sent Karachi down almost 5 per cent. Bombay recovered from a sharp early fall as investors had second thoughts about the impact of possible international sanctions. Page 34

**Investors take courage and sell yen**  
Investors sold the yen yesterday, taking the risk that the Bank of Japan would intervene for the currency. Japan's Economic Planning Agency said conditions were becoming more severe. Page 23

**Indian derivatives contract approved**  
India's financial regulator has given the go-ahead for the launch of the country's first equity derivatives contract, which will start trading in about three months. Page 16

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**Générale backs Fortis merger**

Directors of Belgian bank bury differences in unanimous vote to link with financial group

By Neil Buckley in Brussels

Directors of Générale de Banque, Belgium's biggest bank, overcame their differences yesterday and backed a merger with Fortis, the Belgio-Dutch financial group, to create one of Europe's 10 biggest banks, with a total market capitalisation of about \$33.6bn.

The unanimous approval of the 28 directors came as a surprise, only eight days after a meeting secured outright support from only nine directors.

The bank has 37,100 employees - 15,000 of them in Belgium - while the twin-centred Belgio-Dutch financial services group Fortis has more than 35,000 employees.

The decision represents a victory for the intense lobbying effort undertaken by Fortis in the last week to convince Générale's directors of the merits of the merger.

Strong pressure has also been exerted by the bank's main shareholder, the holding company Société Générale de Belgique, itself controlled by France's Suez Lyonnais des Eaux.

**ASkyB's satellite deal faces legal block**

By Christopher Parkes in Los Angeles

News Corporation's troubled attempt to break into US satellite television yesterday faced its biggest hurdle so far as the government announced a lawsuit to block the media group's \$1.1bn joint venture deal with a cable TV consortium.

The proposed link between News Corp's American Sky Broadcasting and Primestar Partners - controlled by cable TV operators - would be anti-competitive, the justice department said.

Control of ASkyB's licence to operate high-power satellite slots blanketing the US would give Primestar's owners a powerful weapon against the independent satellite companies, which comprise the only viable competition to cable's dominance.

Primestar, a satellite company set up by cable operators to cover mainly rural markets far from their wire services, is at a disadvantage because its medium-power system can broadcast far fewer channels than the 200-plus accessible from high-power systems.

Primestar's system, which has 2.1m users, requires large receiver dishes up to 36in across compared with the high-power satellites that beam signals to 18in dishes. This has meant planning laws have tended to reduce Primestar's access to densely-populated urban markets.

The action against News Corporation, which had been expected, was spurred by strong lobbying from emergent satellite operators such as DirecTV, the market leader, and EchoStar, an aggressive competitor that has fired growth in the sector with price-cutting campaigns.

The cable operators also suffer from a poor reputation among regulators and consumers, and have been dogged for years by complaints of predatory pricing and poor service. Cable subscription rates grew last year at more than three times the rate of inflation.

Primestar is in effect controlled through five leading cable companies - Telecommunications Inc, Time Warner, Comcast, Cox and MediaOne - which provide services to almost 70 per cent of cable homes. They also provide top-rated programming while Rupert Murdoch's News Corp offers sport, round-the-clock news and film channels.

**Seagram move for PolyGram could cost \$10bn**

By Alice Rawsthorn in London

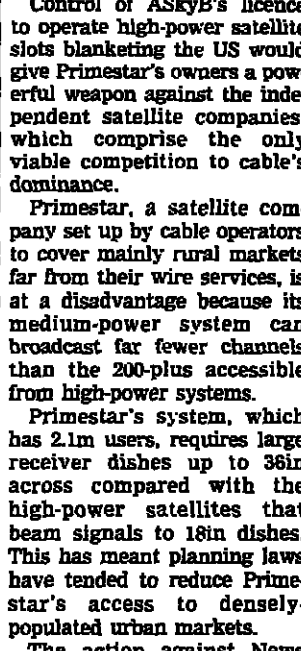
Seagram, the Canadian drinks and entertainment group, is formulating a bid for 100 per cent of PolyGram, the world's largest record company, including the 25 per cent of the shares in public issue.

Late last week, Seagram started negotiations to buy the 75 per cent stake in PolyGram owned by Philips, the Dutch consumer electronics concern.

It is believed to want full control of PolyGram, and Morgan Stanley, its advisor, is also preparing an offer for minority shareholders. PolyGram was valued at \$11.5bn (\$9.3bn) on yesterday's share price, up 40 cents to \$102.50. But the total bid is expected to cost Seagram up to \$10bn.

Until last Friday Seagram was in talks to acquire EMI, the troubled UK music group. It is believed to be anxious to conclude the PolyGram deal swiftly, but is not expected to agree terms with Philips until next week at the earliest.

Philips, advised by Goldman Sachs, announced last Wednesday that it was reviewing the future of its controlling stake in PolyGram, which owns Europe's largest film producer and distributor, as well as the record labels behind U2, All Saints, Bob Marley, Tricky and Jon Bon Jovi.



Top billing: As workmen made final preparations for the opening of the 51st Cannes Film Festival, European film directors, producers and actors were expected to celebrate the success of locally made films and a revival in the industry after decades of decline. Report, Page 14

**New Deutsche arm in shake-up**

By Clay Harris in London

Deutsche Bank has shaken up the management structure of its new wholesale banking division. The move follows the bank's change of focus in placing a higher priority on Europe and giving north America a lesser role than in past years.

The German bank has refined the roles of the two members of its Vorstand, or management board, who are accountable for its "global corporate and institutions" (GCI) arm. This was created by integrating the Deutsche Morgan Grenfell investment bank

and the German parent's corporate banking operation. The change is intended to end months of turmoil, caused by the re-organisation and the new emphasis on Europe. The bank has seen several senior executive departures and suffered from poor morale, especially in the US.

Josef Ackermann will take internal management responsibility for all businesses within GCI. Ronald Schmitz will have more of an external role, focusing on clients in the Americas, Germany and Switzerland.

Bill Harrison, the former BZW chief executive who joined Deutsche this year, becomes vice-chairman of GCI. He will focus on clients in the rest of the world.



BARRY RILEY

**Pension fund strategies converge across Atlantic**

For years the striking difference between pension funds in the US and the UK was the much higher British exposure to equities. Now, however, investment strategies are converging rapidly in the two countries.

The allocation to domestic stocks is almost the same at a little more than 50 per cent. UK funds still have about twice the allocation to overseas equities, but their exposure has been dwindling.

According to *What Now?*, a report on US pension plans by Greenwich Associates, the consultants, the equity allocation has risen from 50.6 to 61.5 per cent since 1993.

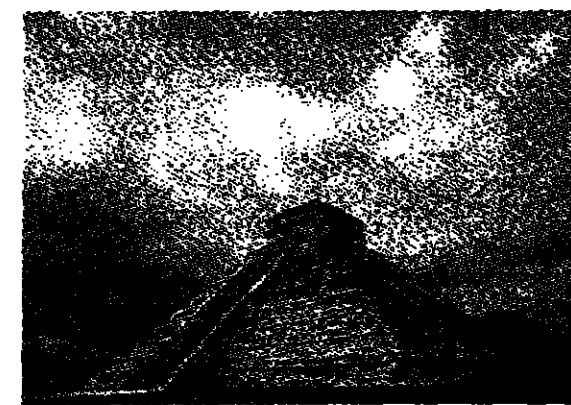
Probably a lot of that increase represents the passive impact of the strength of US equities during this period, and indeed the domestic exposure may have peaked (though the overseas equity allocation will continue to climb from 10.7 to 12.8 per cent by 2000, plan sponsors say).

Over the same period, 1993-97, according to the WM Company, UK funds have reduced equities from 80.1 to 74.4 per cent. This change must have been entirely deliberate. Influences here have included increasing fund maturities and the adoption of a liability-related benchmark, the Minimum Funding Requirement, in the Pensions Act 1995.

There is now the further threat of a UK accounting standard based on market rather than actuarial values, much as in the US. This will encourage risk aversion (ie, lower equity allocations). Meanwhile, in the US, the cult of equity is still gaining ground. Average expected annual nominal returns on domestic equities have risen from 9.0 to 10.4 per cent between 1993 and 1997. At the same time, expected bond returns and expected inflation have fallen slightly.

Are even these sophisticated professional investors being caught up in irrational exuberance? From the starting-point of sharply higher valuations you might logically expect future returns to be lower, not greater. This argument is examined in the UK context in *PDFM Pension Fund Indicators 1998*, the latest annual edition of which is published this week by PDFM, Britain's third-largest pension fund managers.

Averaged over 35 years, annual real returns on UK equities have been 7.5 per cent. Most of this has been derived from a dividend yield of about 5 per cent. Additionally, dividends have grown at 1.5 per cent over retail prices and there has been a positive revaluation effect. Now, though, the dividend yield is just 2.25 per cent. Add on the same growth and it is



El Castillo, Chichen Itza

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## COMPANIES &amp; FINANCE: EUROPE

TELECOMS GERMAN OPERATOR SEES CHARGE OF UP TO DM4.5BN AND CLAIMS RULING IS THWARTING ITS CABLE-TV PLANS

## Deutsche Telekom hits out at regulator

By Ralph Atkins in Bonn

Deutsche Telekom, the German telecommunications group, said yesterday it would have to take a charge of between DM3.5bn and DM4.5bn (\$2bn-\$2.5bn) because of a regulatory ruling which it claimed would further hurt its loss-making cable television activities.

The announcement knocked DM1.10 off its shares, which closed at DM44.30.

This is the latest setback this year for the group,

which since January 1 has faced full competition in its main domestic market.

Some analysts warned that if it took the full DM4.5bn as provisions, the group might be unable to maintain its 1998 dividend at DM1.20 a share. They expect pre-tax profits this year of about DM7bn, against DM7.2bn in 1997.

Deutsche Telekom revealed this year that its cable-TV interests, which have 17.4m subscribers, lost more than DM1bn last year. Yesterday, it complained

that the telecoms regulator was thwarting plans to raise prices by ruling last month that two-thirds of a price increase introduced in November last year would have to be rescinded from January next year.

The group said it would challenge the ruling in court but warned: "The decision gives rise to uncertainties as to whether further price adjustments in the cable sector will be accepted."

Deutsche Telekom's reaction reflected the tough line taken by Klaus-Dieter

Scheurle, the telecoms regulator, against the partially privatised group.

However, the Bonn-based authority yesterday expressed "astonishment" at Deutsche Telekom's reaction. It said its ruling on cable-TV charges could yet be revised if Deutsche Telekom stepped up investment in the cable business.

Meanwhile, the size of provisions proposed by Deutsche Telekom and the possible effect on the dividend raised suspicions that it wanted the German govern-

ment - still its largest shareholder - to exert a greater influence over the independent regulatory authority.

Deutsche Telekom is accelerating the reorganisation of its cable business into a separate subsidiary with the aim of seeking partners to take stakes in regional operations. It has not ruled out selling the entire business, although there is a shortage of potential investors interested in buying more than a partner.

Gerd Tenzer, Deutsche Telekom board member,

warned future earnings could be affected by other "crucial" regulatory decisions in the months ahead. These include a decision expected in July on the terms on which Deutsche Telekom has to offer "unbundled" access to competitors using its infrastructure to connect to the homes of potential customers.

A second decision affects the terms on which companies that have not invested in their own infrastructure can simply "resell" Deutsche Telekom services.

## Danish strike takes toll on SAS

By Tim Hart in Stockholm

Scandinavian Airlines System yesterday said it had lost SKr250m (\$32.9m) during the recent 11-day national strike in Denmark, which halted services in and out of Copenhagen - the carrier's main international hub.

The airline - 50 per cent owned by the governments of Norway, Sweden and Denmark - warned losses incurred during the industrial action would be compounded this year by SKr400m of exceptional charges associated with the introduction of its new Boeing 737 fleet.

Jan Stenberg, chief executive, said operating income this year would be largely flat compared with 1997, in spite of sharply higher first-quarter profits.

In the first three months of this year, SAS reported pre-tax profits of SKr613m - compared with a loss last time of SKr258m in operating revenue - up from SKr425m to SKr449m.

Although the figures were flattered by a SKr277m gain on the sale of aircraft, Mr Stenberg said SAS had enjoyed strong yields among full fare passengers and a 15 per cent increase in intra-Scandinavian traffic.

"However, the first quarter traffic and yields trend and reduction in unit costs are better than expectations for the full year," he added. "It remains necessary to achieve a reduction in unit costs in 1998."

Analysts expect SAS to further reduce costs by farming out maintenance and repair of its new Boeing 737 fleet to Lufthansa, its German partner in the Star alliance. Such a move, however, could prompt strong opposition from some of SAS's 80 unions, which would fight cost-cutting measures involving large scale redundancies in the Nordic area.

In the first quarter, overall production and traffic volumes rose 5.6 per cent, while unit costs fell 5 per cent, adjusted for currency effects. That helped lift the gross profit margin from 2.1 per cent to 9 per cent.

Mr Stenberg said the airline had maintained its market share in spite of intensifying competition, particularly from low cost carriers, and overall capacity utilisation rose 1.4 percentage points to almost 80 per cent.

Profits in the airline division reached SKr598m, against a loss of SKr248m, while the international hotel arm showed a gain of SKr16m compared with a deficit of SKr17m.

The carrier, which recently decided not to proceed with an auction of its hotel activities, said it was seeing solid growth in hotel occupancy.

Of the group's separately quoted holding companies, SAS Sweden reported earnings per share of SKr2.78, SKr2.85 at SAS Norway and SKr2.51 at SAS Denmark.

## Issue details hit SGS-Thomson shares

By Vincent Boland in London and Robert Graham in Paris

Shares in SGS-Thomson Microelectronics, the Franco-Italian semiconductor maker, fell 6 per cent on the Paris bourse yesterday after the company unveiled details of a \$1.8bn global share offering due to start next week.

The shares closed FFr32 lower at FFr498 after SGS-Thomson said it would issue 3m new shares, which would raise FFr1.5bn (\$232m) at yesterday's closing price. Meanwhile, its majority owners, which include the

French groups CEA Industrie and France Telecom, will dispose of 16m shares, raising a further FFr5bn.

The group also plans a convertible zero-coupon bond which would require issuing another 4m shares and raise an additional \$300m.

Although the transactions were not a surprise, analysts said investors were taking profits ahead of the issue of new shares after a sharp rise in recent days and amid growing concern about the impact of Asia's financial crisis on the semiconductor industry.

The offerings are being led by Lehman Brothers, Deutsche Morgan Grenfell and Morgan Stanley Dean Witter. An investor roadshow will begin next week, and the offer price will be fixed in the first week of June.

Bankers said the shares would be offered to investors in the US and Europe, raising the free float from 30 per cent now to about 47 per cent of SGS-Thomson's equity. In addition, the shares will be listed on the Milan stock exchange, complementing listings in New York and Paris.

The French and Italian governments have given the go-ahead for the offerings, which were originally planned for last autumn but were put on hold when SGS-Thomson's share price tumbled in the wake of the Asian financial crisis and slower demand for its products.

The company will use the proceeds of its 3m share issue to finance investment plans. On Monday, the group announced a \$1bn investment plan in France and Italy, of which half was for a new-generation 800nm water facility at Crolles, near

Grenoble in south-east France.

France and Italy hold equal 34.6 per cent stakes in SGS-Thomson, but the French government in particular is anxious to prevent the public sector stake falling below 51 per cent. After the new issue and the share sale, the respective holdings will remain equal.

France Telecom currently owns 16.9 per cent of SGS-Thomson; CEA Industrie controls 17.6 per cent; and IRI and Comitato CIR, the Italian state companies, hold the remaining shares.

## PolyGram's uncertain future threatens Europe's rising star

The region's film industry would lose if control of the successful Dutch entertainment group passes to Seagram, writes Alice Rawsthorn

When Europe's film directors, producers and actors gather on the Boulevard de la Croisette today to toast the opening of the 1998 Cannes Film Festival, they will have plenty to celebrate.

The European film industry is enjoying a revival after decades of decline. Cinema admissions are rising across the region. The success of locally-made films - such as *The Full Monty*, *Trainspotting*, *The Fifth Element*, *Bean* and *The English Patient* - has encouraged Europe's media groups and the US movie studios to increase their investment in European production.

Yet the plight of PolyGram, the Dutch entertainment group that has been one of the chief catalysts for the industry's resurgence, casts a pall over the Cannes celebrations. PolyGram has spent \$1.2bn since 1991 on establishing Europe's biggest film producer and distributor only to face the threat of its being gobbled up by Hollywood.

Phillips, its Dutch parent company, is discussing the sale of its 75 per cent stake in PolyGram to Seagram, the Canadian group which owns Universal, one of the oldest Hollywood studios. If the deal goes through, PolyGram's film subsidiary may be folded into Universal, and the burgeoning European film business will lose its flagship.

PolyGram's progress in the film sector is only one of a number of factors to have contributed to the upturn in the European industry's fortunes, but it is undeniably an important one.

The chief catalyst for the revival has been the construction of new US-style multiplex cinemas throughout the region. Nearly 4,000 screens have opened in Europe since 1990, according to Dodona, the research consultancy, and at least 3,500 others should be completed by 2002.

Access to so many additional screens has made it easier for European-made films to secure distribution. Meanwhile, the new generation of commercially-minded European film makers, such as Luc Besson and Danny Boyle, directors of *The Fifth Element* and *Trainspotting* respectively, has produced a genre of European pictures with broad international appeal.

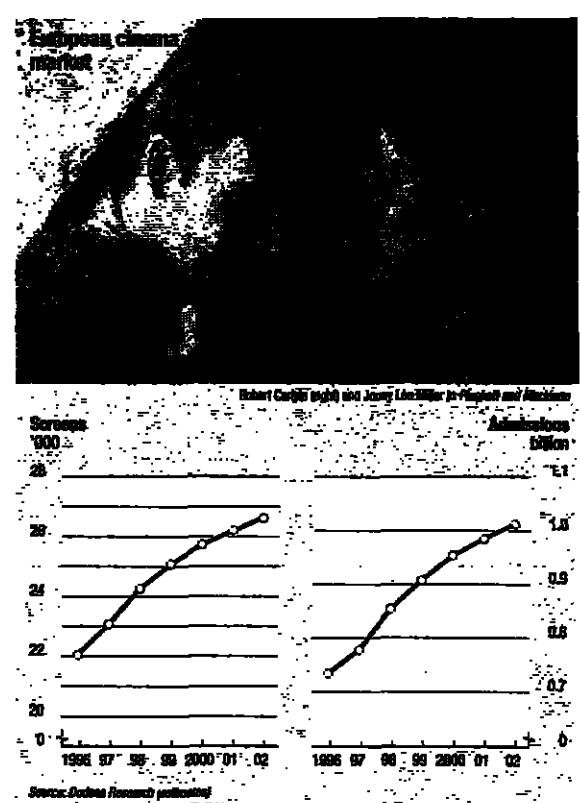
PolyGram has financed several recent European hits including 1994's *Four Weddings and A Funeral* and 1997's *Bean*, both of which grossed about \$50m worldwide. These successes have encouraged it to back bigger budget films. Working Title, PolyGram's largest UK production subsidiary, is now preparing to release *Phenomenon* and *Maclean*, a \$15m highwayman romp, as well as shooting a \$40m follow-up to *Four Weddings* in London

and finalising plans for a \$70m *Thunderbirds* feature.

PolyGram's expensively created film division has yet to break even, although it is scheduled to move into profit next year. However, the sight of a Dutch company coming so close to establishing a credible competitor to the Hollywood studios has prompted other European entertainment groups to increase their investment in film.

Gaumont, the French cinema group that has traditionally backed a couple of low budget films a year, poured \$90m into *The Fifth Element*, the most expensive European-financed film ever made. It took \$25m worldwide, becoming 1997's fifth highest-grossing picture. The group is now preparing to back other ambitious English-language movies. Pathé, its arch-rival, is stepping up its French production activities, and has backed one of the UK's National Lottery-subsidised film franchises, Canal Plus, the French pay-TV group that staged an ill-starred foray into Hollywood during the early 1990s, recently agreed to plough \$100m into a US-based co-production joint venture with the Warner Bros studio. Similarly, Granada and Channel 4, the UK media groups, are committing more money to film production.

Hollywood is also investing heavily in European



films, inspired by PolyGram's hits and US-financed successes, such as *The Full Monty*, produced by 20th Century Fox, and *The English Patient*, backed by Walt Disney's Miramax subsidiary.

Last autumn, Miramax committed \$50m to HAL, a new UK-based production company run by the old Channel 4 film management team. Sony Pictures has since unveiled plans to invest nearly \$50m in German film and television productions. Fox and Universal have recently been courting European producers. If Seagram pulls off the PolyGram deal, Universal will inherit a ready-made

European film production and distribution business. The Canadian group's main motive is to gain control of PolyGram's record companies, but the European film industry's prime source of finance and its most vocal lobbyist to the European Commission and national governments would fit neatly into Universal.

PolyGram's attempt to become the first European company to vie successfully with Hollywood would be brought to an abrupt end, leaving Canal Plus, Pathé, Gaumont and their foes to pitch for the vacant post as Europe's most powerful film group in time for next year's Cannes festival.

## SAB to focus on core beverage business

By Victor Mallet in Johannesburg

South African Breweries said yesterday it would concentrate on its core beverage business in Africa and overseas as it announces provisions of R1.1bn (\$217m) against the disposal of other parts of the conglomerate.

The provisions include R600m for the completed sale of OK Bazaars, the downmarket South African retail chain, and R500m for other possible write-offs

against non-core operations.

The shares fell 6 per cent, to R151, on a weak Johannesburg Stock Exchange, after the company announced a steep decline in fully diluted earnings per share, from 60.3 cents the year before to 33.5 cents in the year to March.

Pre-tax profit was up 9 per cent, from R3.42bn to R3.73bn, on turnover ahead 13 per cent to R32.40bn.

Net earnings from operations - before the provisions - rose 15 per cent to R3.1bn.

SAB lifted its dividend for the year by 15 per cent to 330 cents.

The group has already sold some of its diversified South African holdings and negotiations are under way on others, including Lion Match, Conshu Holdings, a footwear and clothing company, and De Gama Textile. "It is expected that the balance of the group's smaller non-core subsidiaries will be disposed of shortly," SAB said.

However, SAB would not be drawn on the future of

larger non-beer subsidiaries such as Belron, the international autoglass business, or Edgars, the southern African clothing retailer.

Asked if in five years it was safe to assume that SAB would be a beverage company, possibly with gaming and hotel interests, Graham Mackay, group managing director, said: "I wouldn't say it was a safe assumption. It is a fair assumption."

SAB has been expanding quickly into new markets in Africa, China and eastern Europe in recent years.

and Mr Mackay did not rule out the possibility of a big international acquisition.

Heineken, the Dutch brewer, plans to discontinue its introduction of the Amstel pilsener and 1870 brands in the US market, choosing instead to concentrate on the low-calorie Amstel Light, according to Dutch press reports, reports AFP News in Amsterdam. Heineken last year began its campaign to market the pilsener and 1870 beers alongside the light beer.

## NEWS DIGEST

## RETAILING

## Ahold mulls expansion in UK, France and Germany

Ahold, the Dutch-based supermarket chain, is considering moves into the UK, France and Germany as part of a rethink of its direction in Europe. The company, which ranks among the world's leading food retailers, derives most of its income from the US and is expanding into Latin America and Asia. However, apart from the Netherlands, where it is market leader, Ahold's European expansion has until now concentrated on southern and eastern countries.

Dea van der Hoeven, president, said yesterday: "We are revisiting our European strategy - asking whether it is not important for critical mass that we should have a presence in the bigger countries," he said. "We call it the German, British and French markets as well as Italy, which has long been on Ahold's shopping list."

With concentration in the sector accelerating, especially in the US, "we will end up with six or eight global players", he said ahead of the group's annual meeting. Ahold had a wider geographical spread than most of its rivals, and saw economies of scale worldwide as well as on a national and regional basis. Mr van der Hoeven had previously ruled out the UK as a market fought over by a small number of strong companies. Ahold officials are impressed, however, by the success of Tesco in winning market share from Sainsbury.

In the first 16 weeks of the current year, sales from Ahold's operations in Portugal, Spain, the Czech Republic and Poland rose 18.1 per cent. But at F1 820m (\$410m), they brought in less than its Brazil operation. Worldwide sales, excluding value added tax, were 14.6 per cent ahead at F1 16.1bn. Gordon Grubb, Amsterdam.

## PAY-TV

## German groups revise proposals

The European Commission's competition authorities may yet clear a proposed German digital pay-TV venture between Kirch Group and CLT-Ufa, the media groups, following last-minute concessions by the companies. An unnamed Commission spokesman was last night quoted by the official German press agency as saying that the concessions, made in a meeting between Karel Van Miert, competition commissioner, and directors from the two companies, went "in the right direction".

CLT-Ufa, in which the media group Bertelsmann has a 40 per cent stake, confirmed the companies had presented the Commission with revised proposals but refused to give details. The concessions are believed to be unrelated to the technical aspects of the deal. In previous negotiations with the Commission, Kirch and CLT-Ufa offered to surrender some of the pay-TV broadcast rights to popular Hollywood films to third parties. The Commission is due to rule on the case by June 3. Frederick Stüdemann, Berlin.

## IMI-SAN PAOLO

## Bank plans property spin-off

IMI-San Paolo, the new banking group formed by the merger of the Rome-based IMI and the Turin-based San Paolo, plans to spin off its property assets, worth about 12,700bn (\$1.5bn), at the end of October or early November. Luigi Maranzana, joint chief executive of the combined banking group, Italy's largest, said in Milan yesterday the spin-off was not a window dressing operation but reflected the fact that "bankers are not property experts". It was better to entrust the running of these activities to professional property managers. The bank plans to float the new property company on the stock market, while retaining a 20 per cent stake in the venture.

The move is the latest in a growing trend by large Italian groups to spin off their property assets. Paul Betts, Milan.

## GAS DISTRIBUTION

## 'Barriers' thwart Ruhrgas

Ruhrgas, Germany's biggest gas distribution company, said yesterday its European ambitions were being thwarted by national restrictions. "Our aim is to make Ruhrgas a European gas company on the market side," Friedrich Späth, managing board chairman, said yesterday. However, he predicted difficulties in spite of a new directive to open 40 per cent of the European Union gas market in stages over the next 10 years. "Most countries have barriers and are disinclined to welcome new suppliers," he said. Mr Späth said the group's gas sales abroad could double in the next 10 years, after increasing 7 per cent last year to 24bn kilowatt hours. But last year's foreign deliveries - to Switzerland, the Czech Republic, Hungary, Austria and Liechtenstein - were mainly outside the EU. So far this year, the group has signed agreements to deliver gas to Luxembourg and Romania, as well as to France through its UK subsidiary.

Foreign sales accounted for 13 per cent of Ruhrgas's 1997 group turnover of DM16.13bn (\$9.08bn), up from DM15.2bn in 1996. Net income increased from DM698m in 1996 to DM714m last year. Ruhrgas is owned by several German industrial groups, including Mannesmann, Krupp and Veba, and the subsidiaries of international oil companies such as BP, Shell and Exxon through a network of holding companies. Peter Norman, Essen.

## LIFE ASSURANCE

## Swiss group trebles income

Swiss Life/Rentenanstalt, the recently demutualised Swiss life insurer, more than trebled its net income in 1997 to SFr52.5m (\$103m). The 20 per cent growth in the company's gross premiums to SFr16.7bn was in line with earlier forecasts, but the rise in net income was well ahead of the SFr105m forecast.

The company will give more details when it releases its full figures today. It plans to pay a SFr4 a share dividend. UBS, Switzerland's biggest bank, owns 25 per cent of Swiss Life/Rentenanstalt. There have been rumours that it might follow the example of Credit Suisse, which last year bought Winterthur, and take full control of Switzerland's biggest life insurance company, William Hall, Zurich.

## Warring Andersen sisters keep mum ahead of Paris court case

By Jim Kelly, Accountancy Correspondent

One minute the sister firms of Arthur Andersen and Andersen Consulting are tearing each other apart in a public row destined to end in divorce. Next, silence envelopes them both. So what is going on behind the scenes in the case of Andersen versus Andersen?

All that both parties will say is that they have taken their dispute to the sumptuous surroundings of the Paris-based International Court of Arbitration, run by the International Chambers

of Commerce. The appointment of an arbitrator is understood to be imminent.

Since March, when a New York federal judge in effect pointed the warring parties to the ICC, the two sides have followed the lead of the court itself in refusing to comment, even privately. So will we have to wait years to find out what happens next?

Probably not. Statistics issued by the ICC this week show that in many cases the parties to arbitration settle out of court - most often at the very beginning or the very end of the official arbitration process.

In 1997 the court set in motion 376 cases, but 196 cases were withdrawn - and of those, 130 were taken out of court in the very early stages. If the parties in Andersen v Andersen follow this pattern, a settlement could be close.

Both sides must want to end the damaging row which has tarnished their image. The two firms, separate businesses in almost all respects, are joined through their umbrella organisation Andersen Worldwide.

Their argument is about competition in the consulting sector and control and

equity in the organisation. Arthur Andersen, the accountancy firm, is accused of trespassing on Andersen Consulting's patch.

Meanwhile, Andersen Consulting objects to continued cross-payments it has to make to Arthur Andersen - which has a majority on the board of Andersen Worldwide.

Leaving the dispute in limbo must be damaging both businesses.

In spite of claims that only a handful of partners are concerned, it is undoubtedly a distraction at a time of rapid growth and change in

their sectors. Arthur Andersen, for example, faces the problem of whether to expand its own consulting arm to anticipate a divorce.

Lawyers familiar with the court say a settlement often comes when the two teams finally meet in Paris and begin to argue over the case's terms of reference. Legal costs alone for big cases are estimated at \$10m for each party, but the ICC is understood to view the Andersen case as one of the most complicated it has ever had to face, and the costs could be far higher.

The arbitration process

could take years. Six months is supposed to be the timetable, but lawyers say that is often not met and that two years is more likely; other cases have lasted more than a decade.

Despite advice from lawyers, many parties to the court do wait until the last moment to settle. "It's fear," says one lawyer who knows the court well. "If you let it go to the court's verdict, then you have lost control. So the sides often settle right at the last moment."

But it is more likely the teams will select a third party outside the court pro-

cess to try to hammer out a settlement sooner rather than later.

Of the likely outcomes, anything short of a complete divorce seems difficult to contemplate. Enough bad blood has been shed to make an accommodation difficult with existing personalities.

It is more likely that the court will decide on divorce - but at a price. The question then is who pays.

Arthur Andersen's best outcome would probably be to get the court to agree that Andersen Consulting has in effect broken partnership agreements and must pay

for the damage. Andersen Consulting's best outcome would probably be to claw back the income payments it has already made and ask the court to dissolve its links with the rest of the organisation.

Between lies a gulf which both sides must be anxious to fill.

Over the past year, with revenues rising at more than 20 per cent in some areas, both have been able to play a waiting game.

But it seems unlikely they will leave their fate in the hands of others for much longer.

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## COMPANIES &amp; FINANCE: ASIA-PACIFIC

SOUTH KOREA FEAR OF NEW WAVE OF BANKRUPTCIES AS COUNTRY'S COMMERCIAL BANKS THREATEN TO CUT LENDING TO 'NON-VIABLE' CONGLOMERATES

## Seoul bourse tumbles after banks warn on lending

By John Burton in Seoul

A threat by South Korean commercial banks to cut lending to 11 "non-viable" conglomerates, or *chaebol*, caused the Seoul bourse to plunge to a near 11-year low yesterday because of fears of another wave of corporate bankruptcies.

The decision by the banks reflected a new "get-tough" policy by the government to accelerate *chaebol* restructuring after leading industrial

groups last week announced plans to reduce large debts by selling \$30bn in assets.

Seangyong, South Korea's sixth largest conglomerate, yesterday said it planned to sell \$1bn in assets, including stakes in its leading businesses, to foreign investors.

A senior presidential aide said the government planned to use the banks to impose financial discipline on the *chaebol*. Kim Dae-jung, Korean president, recently promised new bank and cor-

porate reforms by the end of the month. Analysts have criticised the slow pace of corporate reform in the wake of the nation's financial crisis last winter, triggered by excessive borrowing by the *chaebol*.

The banks, worried about the depletion of their capital if more *chaebol* go bust, have propped up 11 nearly bankrupt industrial groups with emergency loans since October. They include the Dong-ah construction, Haitai

food, and Kohap textile groups.

The Seoul stock market, which closed at 351.86 points after dipping to an 11-year low, was affected by reports that Dong-ah's engineering unit and Kyonghyang Construction had been declared bankrupt, and that the Koo-pyung group had narrowly escaped insolvency.

Under state pressure, the banks said they would assess the chances of survival of at least 60 large

troubled companies with bank loans of more than W500bn (\$100m) by the end of May.

Officials said the emergency loans were depriving funds to healthier companies as the banks concentrated on saving distressed groups.

They suggested the government's willingness to allow some medium-sized *chaebol* to collapse would put added pressure on the leading groups to implement promised restructuring.

although doubts remain whether foreign investors will be prepared to buy up \$20bn in assets.

Companies that are determined to survive despite high debts will be subject to restructuring plans drawn up by the banks by July.

The banks also promised to give more financial support to small businesses that have had trouble raising capital as the large *chaebol* dominate bank borrowings.

announced yesterday at Seangyong includes Seangyong Cement - the group's main company - selling a stake of up to 28 per cent in Seangyong Oil Refining to foreign investors.

The cement company will also sell some of its operations. The group will reduce its stake in troubled Seangyong Securities to below 8 per cent and spin it off. Other assets to be sold include the Yongyong ski resort, a golf course and a cement plant.

Seangyong said it would concentrate on two or three core businesses as it sought to pay back debts of W65,500bn by 2002 and reduce its net debt-equity ratio to 150 per cent.

Seangyong, threatened with bankruptcy last December because of debts of W65,500bn at its car subsidiary, Seangyong Motor, was saved from collapse when Daewoo agreed to take over the car company and assume half of its debts.

## MLC, National Mutual hit by failed merger

By Susan Robinson in Sydney

The abrupt cancellation of the planned A\$5bn (US\$3.17bn) merger between National Mutual and MLC, two of Australia's leading insurance and financial services groups, yesterday shook investors and redrew the competition lines in the country's insurance and financial services sector.

Shares in National Mutual, which is 51 per cent-owned by French insurer Axa-UAP, fell 7 per cent to A\$3.60, while those of Lend Lease, MLC's parent, fell 4 per cent to A\$5.35.

The companies cited unresolved issues regarding the terms of exit from the merger should either side be unhappy, and the degree of autonomy to be accorded the merged entity's management.

The merger proposal, which was widely approved by analysts and shareholders when it was announced in January, would have created one of the region's largest financial services groups with assets under management of about A\$51bn.

The failure of the deal has left AMP, Australia's largest insurer, the clear leader in the sector with about

A\$150bn funds under management just before its June listing on the Australian and New Zealand stock exchanges.

The National Mutual-MLC merger was set to challenge AMP with strong growth prospects. The two groups had estimated cost savings of at least A\$300m a year for three years with recurrent savings of nearly \$1bn from their combined operations.

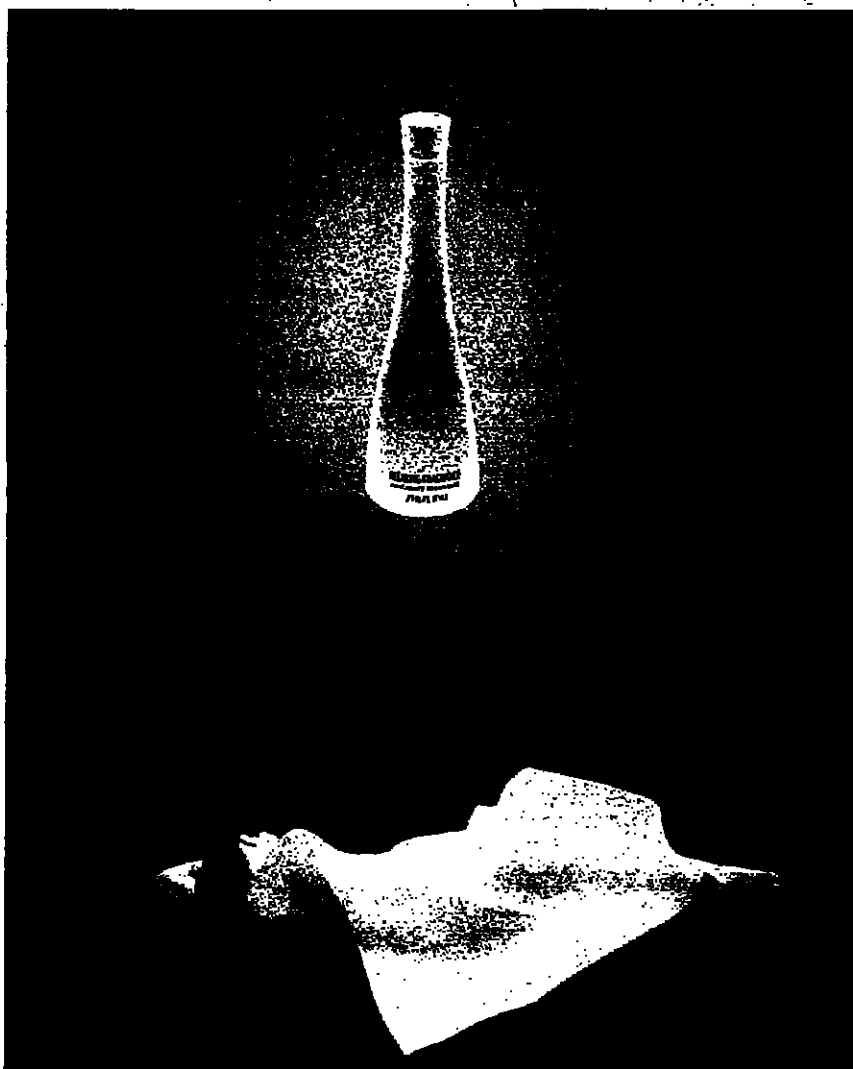
Analysts said the core of the problem was differences over the respective roles of Lend Lease and National Mutual and their relationship to the merged entity.

Under the agreement announced in January, National Mutual would have owned 51 per cent of the merged entity. Voting rights, however, were to be shared for three years, after which National Mutual would gain full voting control.

Geoff Tomlinson, National Mutual managing director, said he was "very disappointed" with the failure of the plan, but did not envisage any negative impact on the company's earnings in the short term.

David Higgins, Lend Lease managing director, said MLC would reactivate its search for acquisitions.

## Shiseido upbeat despite pre-tax fall



Sweet smell of success: Shiseido shares rose 3% yesterday on news of a buy-back

By Nathan Hutton in Tokyo

Shiseido, the Japanese cosmetics company, still sees potential for growth in domestic and overseas markets this year, in spite of difficult economic conditions and lower profits in the year just ended.

It projects a 5.5 per cent increase in sales for the current year and 18.5 per cent growth in pre-tax profit, but net profit is seen steady, with a 0.5 per cent increase.

The company said it would pursue a growth strategy, and carry on with management restructuring and cost-cutting in some divisions.

For the year ending March 31, consolidated sales rose 5.5 per cent to a record ¥620m (\$4.7bn), but pre-tax profits fell 6.3 per cent and net profits were 11.9 per cent lower at ¥18.9bn.

Earnings per share fell 15.6 per cent to ¥40.15, but the dividend was raised ¥0.75 to ¥12.25, with a further ¥0.75 increase planned for the current year.

Return on equity fell from 5.1 per cent to 4.2 per cent, but Shiseido said its goal was to achieve at least 7 per cent within three years.

Most of the increase in sales came from overseas markets, with sales in Japan flat.

After adjustment for the incorporation of a Taiwanese joint venture as a subsidiary this year, Asian sales

increased 8 per cent, while North American sales were up 64.1 per cent, and Europe rose 15.1 per cent.

The company is maintaining its target of achieving a 25 per cent ratio of overseas sales by 2001, but said this was not because of difficulties in the home market.

Shiseido, which expanded aggressively in several Asian markets last year, said that regional crises had had a limited effect on results, as Asia accounted for just 25 per cent of overseas sales.

The company's main markets in Asia are Taiwan and mainland China, which have been less affected by the regional problems. Shiseido said it still saw the Asian markets as having strong long-term prospects.

The announcement of a plan, which is subject to shareholder approval, to buy back up to 9.9 per cent, or 42m, of its shares lifted their price 3.1 per cent to ¥1,799 on the Tokyo stock exchange.

Akira Gemma, president, said that the share buy-back programme was a medium to long-term plan, and the number of shares involved would depend on conditions, including future cash flow.

Shiseido is holding extra cash after dissolving SFC, a loss-making finance subsidiary. This resulted in an extraordinary loss of ¥17.8bn, but also released capital to be directed elsewhere.

## Japanese loans group up 11.5%

By Gillian Tett in Tokyo

Promise, one of Japan's largest consumer finance companies, reflected the continued rise in demand for consumer loans in Japan with an 11.5 per cent rise in net profits last year to ¥38.7bn (\$29bn).

Revenues advanced from ¥198.9bn to ¥220.3bn in 1997.

Bad loans remained relatively limited. The bad-debt ratio stood at 2.5 per cent of all lending, slightly up from 2.3 per cent the previous year, Promise said.

The results provide a sharp contrast to most other areas of Japan's financial sector, such as banking, where companies are struggling under a huge weight of bad loans and falling revenues.

Shares in Promise have risen sharply over the past year. After touching ¥4,500 in May 1997, the shares rose to a peak of ¥7,350 in January and yesterday closed at ¥6,680 before the results were announced.

Some observers believe that the recent rapid expansion of the consumer finance sector may now be slowing. Promise yesterday admitted that its loan growth had recently eased: in 1997 loans rose only 10.6 per cent, compared with 15 per cent the previous year.

Paul Heston, of Deutsche Morgan Grenfell, said: "Groups like Promise have been innovative and growing fast, but there may be storm clouds on the horizon now."

Since the 1980s, companies such as Promise have carved out a niche in the consumer finance sector by offering a service which is more flexible than that of many banks.

During the past year, for example, Promise has opened 300 unmanned branches which can provide loans to consumers at short notice.

It plans to open another 200 over the next three years, and the group is also considering expanding its operations in Taiwan and Hong Kong.

To fund this, the group yesterday said it would issue 10m new shares over the next year, or some ¥70bn worth.

This will raise the company's total issue to 118.6m shares.

## Creditors in legal move to rescue Alphatec

By Ted Bardacke in Bangkok

Creditors of Alphatec Electronics, the troubled Thai semiconductor company, yesterday filed a court petition to rehabilitate the company under Thailand's newly enacted bankruptcy law.

The petition is the first big corporate rehabilitation sought under the new bankruptcy act, which came into effect last month. The move by creditors, who also control Alphatec's board of directors, is an attempt to push aside Charn Uswachoke, Alphatec's founder and leading shareholder, and involves nearly \$450m in overdue debt.

Earlier this year, Mr Charn filed a creditor-sponsored rehabilitation plan for Alphatec by refusing to

name formally Price Waterhouse as the company's auditors. Last year Price Waterhouse detected "improper transactions" worth at least \$110bn (\$269m), orchestrated by Mr Charn.

The creditors' petition proposes that Price Waterhouse act as the administrator of the rehabilitation plan. Separately, the creditor steering committee appointed Indosuez W.I. Carr Securities to advise it on the restructuring.

Bankers say any viable rescue of Alphatec involves ousting Mr Charn from any say in the company's future, a substantial debt-for-equity swap by leading creditors, and an injection of capital by a new investor, preferably an electronics or computer company.

"The company has man-

aged to survive since August 1997 thanks to the considerable efforts of employees, management and suppliers, as well as the loyalty and patience of its customers. But both time and patience are running out," Alphatec said.

"Both the company and the petitioning banks wish to see a speedy process through the courts."

Thailand's new bankruptcy law will be tested in the Alphatec case. There is no specialised bankruptcy court or judges with significant financial experience. Mr Charn - according to late amendments to the law he helped to insert through his position as a Senator - can object to the administrator proposed by creditors, and if the rehabilitation plan fails, creditors must wait at least five years before they can foreclose.

Paul Heston, of Deutsche Morgan Grenfell, said: "Groups like Promise have been innovative and growing fast, but there may be storm clouds on the horizon now."

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## Modern markets demand modern tools

Krishna Guha reports on how India's NSE won the battle for a derivatives contract

India's financial regulator has given the go-ahead for the launch of the country's first equity derivatives contract, which will start trading in about three months.

The Securities and Exchange Board said it had approached the finance ministry to secure the necessary amendments to ensure that the contracts are enforceable under Indian law.

The announcement, greeted with jubilation at the National Stock Exchange, means the NSE has won a battle within the financial establishment.

M. G. Damani, former chairman of the Bombay Stock Exchange, fought the proposal, arguing that India was not ready for derivatives.

His views are shared by many small stockbroking firms that fear they will not be able to compete in a derivatives market.

India's regulators were won over by the argument that a country's investors and businesses need modern financial tools to manage risk. "The demand [for derivatives] is there already," says Balaji Srinivasan,

assistant director at Jardine Fleming and a member of the Gupta committee that drew up the derivative plans.

The Securities and Exchange Board has now accepted the proposal to proceed in stages, starting with an equity futures contract based on the NSE 50 index of leading shares, followed later by index options and options on individual shares.

The first step, equity index futures, will mainly benefit portfolio investors. Fund managers will be able to use the NSE 50 contract as an off-the-shelf hedge.

The next stage, equity options, will enable fund managers to offer index tracker funds and low-risk products, which could give India's flagging mutual fund industry a new lease of life.

P. J. Nayak, executive trustee of Unit Trust of India, the country's biggest fund manager, says derivatives will only be useful if the contracts are liquid, well priced and supported by solid clearing systems. This requires a leap of time and faith to when the market is well established," he says.

Analysts say that India has chosen the right contracts to begin with, but question whether the underlying market is strong enough to support the derivatives superstructure.

For a derivative contract to succeed it needs a deep, liquid and transparent underlying market which offers ample opportunities for arbitrage between the futures and the stocks.

There is concern about how much liquidity there really is in India's markets - much turnover results from speculators moving positions from one exchange to another.

Also, trading costs remain high and there is a lack of transparency. "We still have a very considerable amount of market manipulation in India," says Mr Gupta. However, he adds that the NSE 50 index future would be much harder to rig than individual stock options.

Mr Gupta suggests India could use derivatives as a lever to accelerate its evolution. "Introducing derivatives will help make discipline in the cash market better," he says.

The risks are high. But there are also costs of not proceeding as planned. Indian companies already seek over-the-counter derivative contracts offshore through subsidiaries, and there is a risk that an offshore exchange could take advantage of inaction to launch its own futures contract on the Indian market.

"If we wait five years," says Mr Srinivasan, "they will go somewhere else."

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CARIPLO  
Floating Rate Depository  
Receipts of 1997/2002  
XS0078851994

Interest Rate 3.7875%  
Interest Period May 09, 1998  
August 10, 1998

Interest Amount due on August 10, 1998 per DEM 10,000 DEM 98.90

BANQUE GÉNÉRALE DU LUXEMBOURG  
Agent Bank

FRF 1,000,000,000  
CARIPLO  
Floating Rate Depository  
Receipts of 1997/2002  
XS0078850830

Interest Rate 3.725%  
Interest Period May 11, 1998  
August 10, 1998

Interest Amount due on August 10, 1998 per FRF 100,000 FRF 941.60

BANQUE GÉNÉRALE DU LUXEMBOURG  
Agent Bank

DEM 300,000,000  
COFINOGA  
Floating Rate Notes due 2004

For the period from May 13, 1998 to August 12, 1998 the Notes will carry an interest rate of 3.7725% per annum with an interest amount of DEM 98.90 per DEM 10,000 Note.

The relevant interest payment date will be August 12, 1998.

Agent Bank: BANQUE PARIBAS

DEM 300,000,000  
MORTGAGE FUNDING CORPORATION NO.6 PLC  
Class II Mortgage Backed Floating Rate Notes due November 2015

NOTICE OF PARTIAL REDEMPTION In accordance with the provisions of the notes, interest is hereby given of the following Partial Redemption on the above mentioned notes. The partial redemptions will take place on 29 May 1998.

Agent Bank: Citibank India

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ITL 30 000 000 000 ZERO COUPON NICKEL 225  
INDEX LINKED NOTES DUE MARCH 11, 2003  
ISIN CODE : XS0082963708

Referring to the Pricing Supplement dated March 10, 1998 (the "Pricing Supplement") giving details of the Notes issued on March 11, 1998 as Series 757/98-3 pursuant to the Euro Medium Term Note Programme of Société Générale, SGA Société Générale Acceptance N.V. and Société Générale Australia Limited (the "Programmes"), notice is hereby given to the Noteholders that, upon decision of the issuer, the content of the paragraph 4.2 "Other terms and special conditions of the Pricing Supplement" becomes "Not applicable" instead of "The Notes will be traded in a minimum aggregate nominal amount of ITL 300 000 000 per transaction accordingly any transaction (subpurchase) shall bear on a minimum of 40 Notes."

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Class II Mortgage Backed Floating Rate Notes due November 2015  
NOTICE OF PARTIAL REDEMPTION In accordance with the provisions of the notes, interest is hereby given of the following Partial Redemption on the above mentioned notes. The partial redemptions will take place on 29 May 1998.

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## COMPANIES &amp; FINANCE: INTERNATIONAL

DEUTSCHE BANK RONALDO SCHMITZ, MANAGEMENT BOARD MEMBER, ADMITS MISSED OPPORTUNITIES BUT RULES OUT BIG JOB CUTS IN NORTH AMERICA

## New role for US as Europe moves to centre stage

By Clay Harris, Tracy Corrigan and William Lewis

Deutsche Bank made mistakes and missed opportunities in the US, and now sees North America in a new light, admits the man who oversaw its rapid expansion in the region in recent years. Ronaldo Schmitz, the Vorstand, or management board member responsible for North America, is candid about what went wrong. "We have not done the best possible job in managing change," he admits. "You should not have too many construction sites at the same time, and we certainly had too many."

Deutsche built its US business through aggressive staff hiring - rather than buying local operations - just as it was attempting to strengthen the position of its London-based investment bank.

"With hindsight, the early 1990s would have been a wonderful time to do acquisitions [in the US]. Should one have made an acquisition? The answer probably can only be yes," says Mr Schmitz.

That Germany's most powerful bank feels it necessary to explain itself shows how seriously it is taking the crisis of confidence in its US operations, where the worldwide restructuring of investment and commercial banking activities has been accompanied by several senior departures and a storm of unfavourable publicity.

In 1996, Deutsche Morgan Grenfell, its investment banking arm, began an intensive build-up of its US operation, which involved hiring up to 1,000 staff annually for several years. The US management hoped to be earning revenues of \$1.5bn to \$2bn by 2000. But this year, Deutsche Bank changed tack, announcing a shift in focus back to Europe as part of a global restructuring involving 9,000 job cuts.

One person familiar with the bank described the move as "a staged retreat where they will try to consolidate

whatever gains they've made, if it involves minimal cost."

The result has been a crisis in staff morale and the departure of several senior executives, including Carter McClelland, who ran DMG's US business and was for a time London-based co-head of investment banking.

Mr Schmitz, like all but two members of the Vorstand, a German, admits there is a "trough of confidence" among staff at Deutsche's US operations, but joins other senior executives in ruling out large job cuts. "We certainly do not contemplate going down from 4,500 people to 2,000 or 3,000."

Deutsche, he maintains, is still studying selective acquisitions in the US. "All of us on the board agree that we should look at North America from a growth perspective and not from one of consolidation or retrenchment."

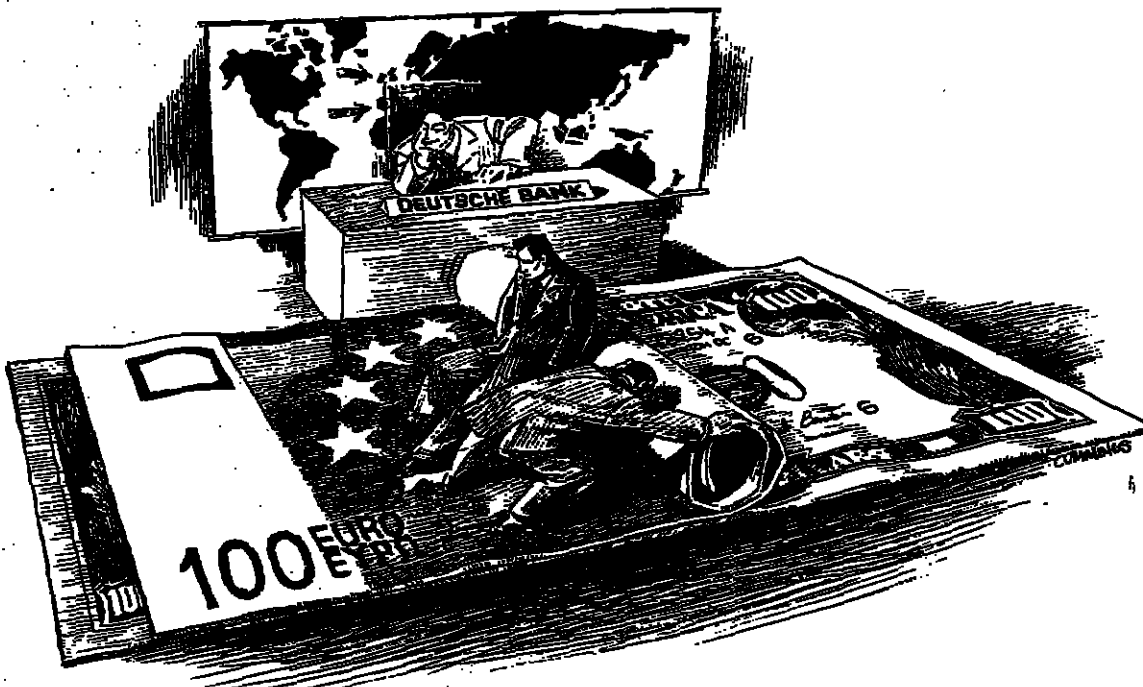
But he attributes an acknowledged "change of focus" to a "better understanding in the light of market changes", apparently referring to the quickening pace of consolidation in US financial services, as well as to the opportunities that economic and monetary union will create in Europe.

DMG's experience has highlighted the difficulties faced by European banks in trying to establish a US presence - all the more so because the bank was widely seen as the most aggressive foreign entrant. "They had made many people believers by sticking to it for as long as they did," says one Wall Street headhunter.

Mr McClelland, who left this year, believes that "at this point in the cycle it has become incredibly more difficult to build a business from scratch than it was three years ago".

Still, Mr Schmitz argues that Deutsche's experience in North America has been better than that of any European rival.

When he took over in 1990, Deutsche in North America had assets of about \$3.5bn, revenues of about \$300m and employed 390-360 people.



"Today we have 4,500 people, assets of \$800m and revenues of \$1.2bn-\$1.3bn. We have never lost money in North America, which is quite an achievement compared to our foreign competitors."

This is based, however, on figures for the whole of Deutsche's US business, which includes Deutsche Financial Services, a commercial finance company.

This points to the merits of making the right acquisition, since that activity is built in part on what Mr Schmitz describes as a "wonderful business", ITT Commercial Finance, which Deutsche bought at the end of 1994.

Mr Schmitz joined Deutsche in 1990 from the German chemicals group BASF, where he was finance director. "When I first started [at Deutsche] in the early 90s, people watching us got the feeling that the number one priority for this bank was North America, and that was absolutely wrong."

But observers had good reason to reach that conclusion. Mr Schmitz says: "In the years from 1990 to 1994,

we talked probably eight times about North America before we talked one time about Europe. At that stage, we were probably devoting more executive time to North America than we were to Europe. This certainly has changed."

Deutsche's new mantra of "Europe first" has been

**Deutsche's new mantra of 'Europe first' has been interpreted in the US as merely a smokescreen for retrenchment in North America**

interpreted in the US as merely a smokescreen for retrenchment in North America. The remark that really stung Deutsche was the observation from a New York-based executive: "The game is over for this German bank to be a global player. They are going home to Germany to defend their home patch."

Insiders say the bank was shaken by the loss of several key German mandates to US

investment banks, as well as by rising costs in the US.

At best, the new strategy reveals that even one of Europe's largest financial institutions - and the biggest bank within the euro zone - was slow to realise the impact of European monetary union.

Schmitz calls "US-out" business.

In the light of recent European developments, as we now go on building our investment banking platform in North America, we will do it with a view towards enhancing capability that we have elsewhere in the world. In that sense, there certainly has been a change of focus," he says.

In fact, this is a big climb-down in ambition for a bank seeking to compete for domestic business with the top US investment banks in some areas. Some insiders worry privately that its more Eurocentric stance will lose the bank business from US clients.

But Mr Schmitz is satisfied with much of what has been achieved. "We have a platform that allows us to originate domestic issuance business in fixed income. We are one of the important government paper traders. That is a platform which is perfectly sufficient for our needs, so we don't need to continue to invest in it. Equities, I would say, is almost there today."

Edson Mitchell, head of

global markets, says: "In order to be successful [in global markets], we don't have to be number three in the US, but in the products that really matter globally we have to be credible in the US."

Looking back to the early 1990s, Mr Schmitz argues that "very few, if any, realised how attractive a time that was for purchasing businesses in the US, especially in the finance industry."

However, he says: "I have always been a very strong advocate of organic growth. I felt and my colleagues felt that the bank had the strength, and still has the strength, to continue to chart its own course."

In the end, the bank became concerned about the rise in costs, though people close to DMG say the US business never exceeded budget and revenues grew faster than costs until the fourth quarter of 1997.

One problem seems to have been a lack of clear, articulated plan with full board backing. This inevitably raises questions about the German system of corporate governance, which places heavy emphasis on collective responsibility, encouraging decision by consensus. Vorstand members were not unanimous on the decision to "build, not buy" in North America, and without a strong leader, differences of opinion proved divisive.

The legal requirement for collective responsibility "is something that we cannot change", Mr Schmitz says. "We should not make the mistake of having an organisation that does not respond to it." He admits, however, that "when you take the first look at an organisation like this one, it's not easy to clearly understand who is responsible for what."

But, even before the management changes announced yesterday, Deutsche had evolved. "I think we have clarity to an extent that we never had before," he says. "When I joined this bank, the Vorstand was 80 to 90 per cent deeply immersed in

day-to-day business. That has changed now. It is less involved and leaves it to the members of the divisional boards to run it on a daily basis."

The culture clash between commercial and investment bankers - which the planned creation of a universal bank is designed to end - also contributed to the problems. For example, tensions over bonuses deepened the dark moods in New York.

Mr Schmitz admits: "The way that we have managed that is certainly not the best in the world. Until 1993, many in our bank did not know how to spell 'bonus'. Not to take it too lightly, we certainly took a crash course in bonus philosophy. We are getting better, but we are not there yet."

The bank is looking for a bonus system that will provide a "glue" for the organisation, "making it more sophisticated, more geared to business needs, not product-linked only, recognising effort by an individual to cross-leverage."

Considering the crisis in morale in North America, he says: "If you look at where nervousness was on the Richter scale, there were some places where it was close to zero and others where it was close to 10. If you were close to 10, the closer you were to the investment bankers proper."

Local executives perhaps could have handled communications better, he suggests. "I had been talking almost on a daily basis with some of our managers and those people didn't let [information] percolate down."

In spite of the climb-down in the bank's US strategy, he has not come away from nearly a decade of watching over the US operation without being infected by a Yankee optimism.

"Looking forward, our options in America are really fascinating. I think it is an advantage for us that there is not one neat and clear path, but plenty of opportunities."

Sooner or later, though, Deutsche will have to pick one path and stick to it.

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## COMPANIES &amp; FINANCE: THE AMERICAS

## MEDIA COMPETITIVE PRESSURES TAKE THEIR TOLL

## ABC puts TV news agency up for sale

By John Gapper, Media Editor

ABC News, a subsidiary of Walt Disney, is close to selling Worldwide Television News, one of the three main global television news agencies, after deciding to withdraw from an increasingly competitive market.

Associated Press, the news agency owned by a group of leading US newspapers, is seen as the leading contender to buy WTN. ABC

News is thought to have been seeking at least \$50m for the unit.

WTN, which has offices in 102 countries and supplies news footage around the world to national broadcasting companies, has been under competitive pressure since the launch of AP's own television news agency in 1994.

The two leading agencies for some years have been Reuters Television News and WTN, but AP has aggressively undercut prices charged by Reuters in particular.

The competition has pushed at least two of the agencies into operating losses.

ABC News said yesterday that it could not comment on whether WTN was up for sale, but people in the industry said it had offered WTN for sale this spring. Reuters and Agence France-Presse are also thought to have considered bidding.

ABC, one of the original three US television networks, holds 80 per cent of WTN.

Independent Television News, the UK television news group, has a 10 per cent stake, and the remaining 10 per cent is held by Channel Nine in Australia.

If AP buys WTN, there are likely to be substantial job losses because of the overlap between the two services. An acquisition could also allow AP, which industry

observers believe has been losing about \$30m a year, to raise prices.

Reuters Television has also been loss-making in recent years, although it is expected to break even next year.

Margins in the industry suffered after the entry of AP because some broadcasters switched from its more expensive rivals.

Analysts have questioned whether Reuters would remain in the business, but

the company has insisted it is committed to having a global network to gather news footage. This can be distributed via its terminals as well as on television networks.

Most national television news organisations subscribe to at least two, and often all three, of the large global news agencies. The agencies supply footage of international news events that they can edit for their domestic services.

## Ticketmaster plans Europe-wide chain

By Alice Rawsthorn

Ticketmaster, the biggest ticket booking agency in North America, is planning to embark on a European acquisition spree to establish a network of agencies selling tickets for rock concerts and sporting events across the continent.

Tim Wood, executive vice president of Ticketmaster (Europe), said the Los Angeles-based group was currently "looking for investment opportunities" in Germany, Italy, Poland and Spain.

"Right now those countries are our hottest prospects," he said. "We feel our position in the US is so strong that there isn't a lot left for us to do, and we're looking for acquisitions and partnerships all over Europe."

Ticketmaster is already the world's biggest ticketing company because of its dominance of the vast US mar-

ket, where it sells about \$2.7bn-worth of tickets a year.

Its powerful position in the US has attracted criticism, notably from Pearl Jam, the US rock group, which three years ago staged an unsuccessful attempt to organise a North American tour independently of Ticketmaster.

Until recently, Ticketmaster has adopted a fairly cautious approach to expanding outside North America. It has long had a presence in the UK, and recently diversified into Australia.

The company has stepped up its investment - both in its international interests and in establishing a booking system over the internet - since last spring when USA Networks, controlled by Barry Diller, the US media mogul, bought 49 per cent of its equity for \$210m in shares.

Mr Diller has since been locked in a boardroom battle at Ticketmaster, but reached

agreement in March to take control of the company by buying the remaining 51 per cent of its equity for \$400m in shares.

Earlier this year, Ticketmaster invested in France by acquiring 66 per cent of MC France-Ticket, a Paris-based company that sells 500,000 tickets a year, from Canal Plus, the French media group.

Ticketmaster is strengthening its European presence at a buoyant time in the events market. The popularity of blockbuster tours has regenerated the rock concert business, and sports clubs are increasingly subcontracting their ticket-selling operations to large, computerised companies.

The US group also stands to benefit commercially from the rapid growth in bookings via the internet, which should enable it to cut costs over the long term by switching sales to a wholly electronic service.



Pearl Jam: US rock group failed in attempt to organise a North American tour without Ticketmaster PA

## NEWS DIGEST

## RETAILING

## Wal-Mart shares surge as earnings beat forecasts

Wal-Mart, the world's largest retailer, gained strongly in early Wall Street trading yesterday after it announced record earnings which were comfortably ahead of the consensus of analysts' expectations. Profits for the quarter which ended in April were \$828m, up about 26 per cent from the \$652m recorded in the equivalent quarter of 1997, on turnover ahead 17 per cent at \$29.8bn.

More than a quarter of the increase was generated outside the US, where Wal-Mart's sales doubled over the year, from \$1.31bn to \$2.6bn. It had opened new stores in Argentina, Brazil, Mexico and Canada during the period. It also has operations in Germany, and a joint venture in China. Wal-Mart was further buoyed by the strong domestic economy. This enabled it to widen its profit margins from 4.1 to 4.8 per cent, the first time it has significantly increased its margins in a decade.

Earnings per share, at 37 cents, were comfortably ahead of the consensus First Call estimate of 34 cents. This was a rise of 28 per cent year-on-year. In early trading, Wal-Mart shares gained more than 2 per cent, up \$1 1/4 at \$52 1/4.

John Authers, New York

## EMBARCADERO CENTER

## Boston Properties wins auction

The tussle for the Embarcadero Center, the landmark San Francisco office development, has been won by Boston Properties with a bid that amounts to one of the highest valuations yet seen in the current US commercial property cycle. The \$1.22bn bid beat offers from Equity Office Properties and Cornerstone, two other prominent real estate investment trusts. The center consists of 3.4m sq ft of rentable office space and 354,000 sq ft of retail space. At around \$300 a sq ft for the office space, the auction set a new record for the northern Californian city.

Mort Zuckerman, chairman of Boston Properties, said the price equated to a yield from the investment of 7.8 per cent, lower than the yield on the company's other main investments. He added, though, that leases on 45 per cent of the office space in the Embarcadero came up for renewal before 2002, and that rent on the space was currently \$15 a sq ft less than the market rate on average, creating the opportunity for a higher yield. He added that the price paid for the Embarcadero was still lower than the replacement cost for the development.

The purchase will be financed with \$800m of debt. The high level of debt reflected "the need to protect the tax position of the seller," said Mr Zuckerman. Richard Waters, New York



SGS Société Générale de Surveillance Holding S.A.  
8, rue des Alpes - 1211 Genève 1

NOTICE IS HEREBY GIVEN THAT AN

## ORDINARY GENERAL MEETING

of the above Company will be held on Wednesday 3<sup>rd</sup> June 1998, at 3 p.m. at the Noga Hilton Hotel, Salle Ballroom (mezzanine), 19 quai du Mont-Blanc, Geneva.

The doors will open at 2 p.m.

Access will be permitted to:

- bearer shareholders, upon presentation of an admission card, at the entrance before 2.45 p.m.
- registered shareholders, upon placing before 2.45 p.m. at the entrance, an admission card which will be exchanged for a voting card.

The doors will close at 3 p.m. precisely.

## AGENDA

## Ordinary Agenda:

1. Presentation of the Annual Report, the Consolidated Accounts and the Statement of Accounts for the year ended 31<sup>st</sup> December 1997, Auditors' Reports
2. Appropriation of profits
3. "Décharge" of the members of the Board of Directors
4. Election to the Board of Directors
5. Election of Auditors.

## Extraordinary Agenda:

6. Reduction of share capital.
7. Amendment of Articles of Association.
  - amendment of art. 5, 5bis, 1<sup>st</sup> paragraph, and 7, 1<sup>st</sup> paragraph,
  - insertion of new art. 6bis, 4<sup>th</sup> paragraph, and 6ter.

The Notice of the General Meeting together with the proposals of the Board of Directors is published in the Swiss Federal Trade Gazette ("Feuille officielle suisse du commerce"), the official publication body for the Company, on the 13<sup>th</sup> May 1998. An Explanatory Note relating to the open conversion of registered shares into bearer shares and to "opting-out" (point 7 of the Agenda, insertion of new art. 6bis, 4<sup>th</sup> paragraph and art. 6ter) is available upon request at the Head Office of the Company.

## ANNUAL REPORT - AUDITORS' REPORTS

The Annual Report, the Consolidated Accounts and the Statement of Accounts for the year ended 31<sup>st</sup> December 1997 and the Auditors' Reports will be available for inspection at the Head Office of the Company from 13<sup>th</sup> May 1998. Each shareholder may request that a copy of these documents be sent to him; registered shareholders appearing on the register of shares as at 12<sup>th</sup> May 1998 will receive, directly, a copy of these documents.

## BEARER SHAREHOLDERS

The holders of bearer shares wishing to participate or be represented at the Meeting may obtain an admission card either by depositing their share certificates at the Head Office of the Company, or by sending to the Company a statement of deposit and holding duly executed by their bank of deposit. The deposit of share certificates and collection of an admission card may be made on any business day, until 25<sup>th</sup> May 1998 at the latest, at the Head Office of the Company between 9.30 and 11.30 a.m. or otherwise by arrangement (Telephone +41 22 - 739 95 51, Share Registry). No admission card will be available at the entrance of the Meeting. The shares deposited may be collected from the first business day following the Meeting.

No admission card will be available at the entrance of the Meeting.

## REGISTERED SHAREHOLDERS

Registered shareholders appearing on the register of shares as at 30<sup>th</sup> April 1998 will receive, a Notice of Meeting. Shareholders in respect of whom a registration would have been made during the period 30<sup>th</sup> April to 12<sup>th</sup> May 1998 will receive the Notice of Meeting at a later date.

## REPRESENTATION

Shareholders not wishing to take part in the Meeting may be represented by another shareholder (in accordance with the provisions of the Statutes, registered shareholders may only be represented by another registered shareholder in possession of a written proxy) or by their bank of deposit. They may also be represented by a representative of the Company or, alternatively, designate Ms. Dominique Brown-Berset, attorney-at-law, Forip Renggli & Partners, 4 rue Charles-Bonnet, CH 1206 Geneva, an independent person pursuant to Article 689c CO, to represent them at the Meeting; in such instance, we would ask that registered shareholders address their proxy form or, in the case of bearer shareholders their admission card, directly to Ms. Dominique Brown-Berset at the aforementioned address, until 25<sup>th</sup> May 1998 at the latest.

Deposit representatives within the meaning of Articles 689d CO, are requested to inform the Company as soon as possible, and in any event not later than 3<sup>rd</sup> June 1998 at the entry roster of the Meeting, of the number, nature and nominal value of the shares they represent. Institutions subject to the Federal law on banks and savings institutions of 8<sup>th</sup> November 1934 as well as professional portfolio managers are considered as deposit representatives.

## MINUTES OF THE MEETING

From the 10<sup>th</sup> June 1998, the resolutions of the Meeting will be available for inspection by shareholders at the head office of the Company.

On behalf of the Board of Directors  
Elisabeth Selina Amorin, Chairman

## Strong debut by Young &amp; Rubicam

By Daniel Blyler  
in New York

Young & Rubicam, the world's fifth-largest advertising agency, made a successful debut on Wall Street yesterday. Shares in its initial public offering jumped more than 10 per cent, or \$3, to \$38 in early trading.

With almost 10m shares traded, it was the most active issue on the New York Stock Exchange.

Lead underwriters Donaldson Lufkin & Jenrette and Bear Stearns had already raised the flotation price to \$26 from the \$21-\$24 range indicated in the prospectus, following strong demand.

The flotation is raising \$415m, of which about \$140m, net of expenses, is new money for Y&R. The remainder is being sold by Hellman & Friedman, a venture capital firm, which is selling part of its holding. Y&R's management will retain a controlling 58 per cent stake. At the current stock price, the group has a market capitalisation of almost \$2bn.

Founded 75 years ago, Y&R has evolved from an advertising agency to a fully-fledged marketing services group similar to its larger rivals Omnicom, Interpublic and WPP of the UK. Apart from Y&R Advertising, it owns direct marketing provider Wunderman, Cato Johnson, the Burson-Marsteller public relations agency as well as design services and a healthcare communications company.

Its blue-chip client list includes Ford, AT&T, Citibank, Colgate-Palmolive and Philip Morris.

The group has done much to shake off its sleepy image under Peter Georgescu, chairman and chief executive since 1994. It has, for instance, introduced the concept of "key corporate accounts", big corporate clients to which it attempts to cross-sell a number of services. In 1997, the group's 20 largest clients accounted for 40 per cent of its turnover, with Ford alone responsible for 10 per cent.

Y&R's revenues reached \$1.4bn in 1997 and have been growing at an annual compound rate of nearly 13 per cent over the past three years, roughly twice the rate of the advertising industry as a whole. But due to financial restructuring, the group reported losses in 1996 and 1997 and expects further losses this year.

The proceeds from the flotation will initially be used to reduce borrowings, which stood at \$337m at the end of last year.

## TELECOMS CANADIAN GROUP SET TO RAISE US\$1.6bn FROM SALE OF 14.25% HOLDING

## BCE to sell UK cable stake

By Scott Morrison in Toronto  
and Christopher Price in London

BCE, Canada's biggest telecommunications group, yesterday put its 14.25 per cent stake in Cable & Wireless Communications, the UK's largest cable company, up for sale in a move likely to raise about US\$1.6bn.

The company said it would use the proceeds to reduce debt and fund some of its recently announced strategic initiatives. Last week, BCE said it would invest in technology to provide data services, internet access and satellite television to its 10m Bell Canada customers in Ontario and Quebec. It has

also unveiled a C\$750m (US\$523m) programme to create a national broadband telecommunications company.

BCE's announcement shows it has not been able to find a buyer for its CWC shares, which it holds through a subsidiary, BCI Telecom Holding.

Cable and Wireless, the UK telecoms group which is CWC's largest shareholder, could be interested in increasing its 53 per cent stake. The move could also attract a trade buyer, although the disappointing performance of the UK cable market might adversely affect the price.

London analysts believe

the most likely option is for the shares to be sold to institutional investors, which have shown an increasing interest in the UK sector, since recent consolidation is thought to have improved the outlook.

Such a move would be seen as positive for CWC stock, as it would increase its liquidity. Less than 15 per cent of the shares are currently held by the public.

In a weak London market, CWC shares, which floated in April 1997 at 300p, yesterday fell 9.5p to 420p.

On Monday, CWC reported annual pre-tax losses of \$49m (\$80m), against profits of \$20m, after a restructuring

charge to help integrate the operations of the three cable companies and one telecoms group which merged to form CWC in 1996.

Yesterday's announcement raised speculation that BCE was likely also to sell its C\$140m stake in Jones Interchange, the US cable television operator. BCE has been under pressure to adapt to the rapidly changing global telecoms industry.

BCE, which had revenues of C\$3bn last year, has a controlling interest in Northern Telecom, the telecoms equipment manufacturer, and owns Bell Canada, the country's largest telecoms group.

## Monty faces leadership test

By Scott Morrison

Jean Monty has earned a reputation as a decisive chief executive with a knack for redefining a company's strategic direction.

He has been widely praised for first turning round Telebec, a small Quebec telephone group, and then Northern Telecom, the world's sixth largest telecommunications equipment manufacturer. His success at the two subsidiaries has led him to the helm of parent BCE, Canada's largest telecommunications group.

As president and new chief executive of BCE, Mr Monty's current challenge is much more daunting.

Industry observers have been anxious to see how the company would position itself to compete in an increasingly global industry that is undergoing simultaneous deregulation, convergence and consolidation.

Mr Monty recently said BCE intended to increase revenues by investing in new technology and initiatives to integrate services for customers. These additional

analyst at HSBC Securities in Toronto.

Key to Mr Monty's vision is Bell Canada, which contributed about 57 per cent of BCE's earnings in 1997. Bell, the country's largest telephone company, has seen its long-distance market share slide to 63 per cent since competitors were allowed into the market in 1994.

Bell has tried to offset declining market share by lowering rates. Yet it expects to increase revenues by providing internet services, satellite television and wireless communications to its core residential and business customers.

In April the company announced it would invest C\$700m to create a national broadband network to provide high-speed data and internet services. BCE will begin operating a new satellite this autumn for its direct-to-home television product and it will soon introduce integrated wireline and wireless voice service linked under a single phone number.

Mr Monty says that the return on technology investments will be much higher than if BCE were to acquire a competitor and increase its market base. Another consideration is that regulators are likely to frown on any takeover attempt.

BCE, in effect, has few options, says Mary Anne Demonte-Wheeler, of Loewen Ondaatje McCutcheon, a Toronto brokerage. Other than to improve the productivity of its network by offering a greater number of high-growth services.

Others say priorities should be much more fundamental. One telecoms consultant argues that the company should first focus on solving operational problems at Bell Canada before tackling new initiatives. He says the company will not be able to keep up with nimble and efficient competitors if it does not address billing difficulties, service delivery problems and low morale.

Outside Canada, BCE is eyeing opportunities in wireless communications and

satellite technology. Bell Canada International has recently announced new wireless investments in South Korea, Brazil and Mexico, prompting Mr Monty to forecast the company will double its foreign subscriber base in six countries this year, to 1.3m.

BCE recently lured a key executive away from a competitor to head its newly-formed Bell Satellite Services unit, and this week the company took control of Telesat, which transmits television programming and data via satellite. Mr Monty said the acquisition would enable BCE to prosper in the newly competitive global telecoms market.

Mr Monty says BCE's strategy will enable the corporation to increase revenues by about 12 per cent annually over the next five years, with earnings rising at a faster pace.

He has demonstrated his ability to turn companies round, but his true test of leadership and vision is only just beginning.

## NOTICE TO HOLDERS

## GENERAL ELECTRIC CAPITAL CORPORATION

6% Notes Due February 17, 1998 (ISIN XS0041913319/  
Serial No. 033001 (US\$100,000 Note))

and

6 1/2% Notes Due March 4, 1999 (ISIN XS0042140649  
Serial No.'s 000084 through 000095 (US\$100,000 Notes),  
000183, 000184 (US\$10,000 Notes),  
000461, 000462, 000496 through 000498 (US\$1,000 Notes).

NOTICE IS HEREBY GIVEN pursuant to Section 17 of both of the Fiscal and Paying Agency Agreements governing the above described notes, that General Electric Capital Corporation, as issuer, and the Bank of Montreal, as paying agent, have been ordered and directed by the United States District Court for the Middle District of Florida, Jacksonville Division to stop payment on the above described notes and all outstanding coupons appurtenant thereto.

Dated: May 13, 1998 GENERAL ELECTRIC CAPITAL CORPORATION  
BANK OF MONTREAL

09/11/00/15/0



## BOC

and the outlook for this year, good still. Earlier this year, business. A review launched costs and improve efficiency particularly out of line with took a swipe at costs just for tip focus minds on improving unlikely to give BOC a dr

lost their main foil. Now that no longer the main common itself into a more glamorous C has been pushed into the 10 per cent discount to the Asia clears, it is unlikely ating.

**David John, left, and Danny Rosenkranz**      **Eye Catchers**

APW, the Milwaukee-based group, upped its agreed offer to 192p a share, valuing Verp at £115.5m

Much has been written about the challenges of dealing with the new Europe. At Barclays Capital we have always known what it would take to succeed. If we applied our US\$350 billion balance sheet, our AA credit rating and our ability to devise and execute focused integrated solutions for our clients, then the deals would come through. And they have. In the last two years we have raised more financing and arranged more syndications in the Euroloan market than any of our competitors. But it is not just about quantity. The recent deal for The General Electric Company plc was the first ever facility in the syndicated loan market to be denominated in EUROs. In the bond markets we have lead managed 48 deals worth US\$12.7 billion so far this year, including the EURO 1 billion long-dated benchmark transaction for the Kingdom of Spain.

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period.  $\nabla$ After exceptional charge.  $\nabla$ After exceptional credit.  $\nabla$ 10n increased capital.  $\square$ Includes 4.31p (7.4p) foreign income dividend.  $\nabla$ Includes 4p special interim.  $\nabla$ Includes 3.81p (2p) foreign income dividend.  $\nabla$ Special 0.5p also declared.  $\nabla$ As at September 30 1997. \* Total income. \* Comparatives restated.  $\nabla$ Foreign income dividend.

Financial Times Surveys

# The Actuarial Profession

Friday June 5

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## MANAGEMENT &amp; TECHNOLOGY



## INFORMATION TECHNOLOGY BRIEFS

## Husky produces lighter-weight rugged computer

Magnesium alloy is the material of choice for the cases of high-performance portable PCs because of its strength and light weight. But these attributes carry a high price tag so manufacturers such as WPI Husky Computers, which builds rugged handheld computers for outdoor use, have been looking for a lower-cost alternative.

Following a two-year study Husky chose the latest generation of impact Modified Plastic for its new entry-level machine, the MP2500, which at just 700g is claimed to be the lightest IMP armoured rugged computer in the world.

Coverity-based Husky, which began building rugged handhelds in 1981, has designed the machine to exceed military specifications including resistance to temperature change, dust, dropping, shock and vibration.

The MP2500, which costs £399, is built around an Intel 386 and is designed for outdoor users in a variety of industries.

www.wpihusky.co.uk

## Web access from mobile

Northern Telecom (Nortel) has developed a Java-enabled mobile phone offering advantages over today's handsets, including web access and the ability to download software applications while on the move, writes Tony Glover.

The new handsets will be networked telephones linked to a Java server integrated into the wireless telephone network. Java is the programming language that makes software portable, allowing it to be transmitted over a wireless connection.

According to Phil Terrett, head of the Nortel team at Nortel that developed the phone: "You will start to see Java-enabled handsets on the streets of Europe before the end of the year."

Users will be able to access information from the web. Because of bandwidth restrictions, Terrett stresses that the phone is not designed to "surf" the net, but as a terminal for personalised information.

The ability to use Java to download software would also, for instance, enable the mobile handset to be used as a powerful scientific calculator, the software for which could be "thrown away" once the calculation had been made. Other applications include a facility called Ink Notes that will enable a clip-on stylus to be used to make drawings on the handset's small screen.

But perhaps the main advantage of a Java-enabled handset will be its ease of use compared to today's overly complex "programmable" phones. For example, if the user forgets someone's number, the system enables him or her simply to key in the appropriate name in order to be put through.

Nortel, Phil Terrett, tel (UK) 01223 437224

## Package support for the euro

As the 1999 launch of the euro nears, a raft of new software products is emerging to help accommodate the new currency and overcome problems with existing systems - for example the fact that most computer systems cannot print the euro symbol.

EuroGlyph is a new software package from EuroType, a UK-based company, which integrates the official EU-defined character into users' TrueType font libraries. Once installed, the software which costs £49.95, works seamlessly and automatically with all TrueType fonts in Windows 3.11, Windows 95 and Windows NT applications. The EuroGlyph symbol can be assigned to any key, including the Euro-symbol key on new Windows 98 keyboards.

www.eurotype.com

Paul Taylor



## MANAGEMENT PROFESSIONAL SERVICE FIRMS

## The enduring joys of partnership

The partnership model offers some distinct advantages, writes Tony Jackson, but its proponents can also learn from the company structure

At first glance, the partnership structure might seem rather outmoded. Certainly, it is a lot older than the quoted company - this century's dominant business model. Historically, too, partnerships tended to be small affairs. When a stockbroker or PR firm got big enough, it would go public and the partners would cash in.

The explosive growth of professional service firms has changed all that. The impending merger of accountants Coopers & Lybrand and Arthur Andersen, for instance, will create a monster with 8,500 partners and revenues of \$15bn (£8bn).

Audit firms are not allowed to go public. But there is more to it than that. Almost all the world's big management consultancies are partnerships, including one - Booz-Allen - which used to be quoted. All, including the biggest, Andersen Consulting, say they are happy to stay that way.

Or consider investment bank Goldman Sachs, which is agonising over whether to go public. Almost all its big rivals are quoted, thus enjoying access to outside capital. If Goldman followed suit, it would be worth around \$20bn. Even so, its partners are hesitating.

This suggests a general truth: that the partnership model has distinct advantages. Indeed, in terms of governance, it may have lessons to teach the big corporations.

Alan Morris, senior partner of City of London law firm Simmons & Simmons, was once a finance executive with some of those corporations, such as Exxon and Tate & Lyle. His chief recollection is of organisational barriers. He is a great fan of partnerships as a result.

"It's interesting," he says, "how many corporates are now grappling with issues that partnerships allow you to handle. You have quite a flat structure, you're flexible, and you're constantly reforming into teams."

But it depends what is meant by flexibility. Partnerships can be highly fluid in allocating resources day to day. When it comes to strategic decisions, they have the problem of being - at least in principle - democracies.

"The plus side of that," says the senior partner of another big law firm, "is that when you take decisions, you have owner-managers on board, so there is a real push. The minus is that as you get bigger it's time-consuming. It's not just taking the decision, it's tak-

ing the time to inform everybody; and partnerships can take very odd decisions on cultural and social grounds - all of which are very important."

The strategic choices facing the professional service firm are simple. Law firms will continue to practise law, auditors to audit.

It therefore seems telling that when Arthur Andersen recently faced a genuine strategic issue - whether to split Andersen Consulting off as a separate entity - talks between the two halves of the firm collapsed in public acrimony. Are there some decisions which quoted companies, with their more autocratic structures, are better equipped to take?

Not necessarily, says Peter Smith, UK head of Coopers & Lybrand. It all comes down to the strength of the culture, which he defines as a general presumption of what ought to be done.

Paul Mitchell, UK head of the Boston Consulting Group, concedes that the partnership model does not fit all situations. Suppose the business is highly cyclical, or under acute pressure for short-term performance, or needs to be turned around.

"In those cases," he says, "somebody needs to be in a

position to make decisions very, very rapidly. That's not the business we're in, because of the nature of the demand."

Yet growth, the UK head of another management consultancy argues, puts the partnership model under intense pressure. "People have come up with various solutions to the problem of size, such as federations of

When it comes to taking strategic decisions, partnerships have the problem of being - at least in principle - democracies

partners, or the delegation of the vote to a smaller group," he says. "But the original model, as embodied by the City law firms, is becoming very difficult."

The main answer, says Peter Smith, is to change focus. "People have to identify with the organisation, but to belong to a smaller group in social and profit terms," he says. "It is quite important to create a point of belonging."

The risk here is the creation of firms within firms. But there remains a fundamental argument for part-

nerships: they are managed by their owners.

In one sense, this makes partnership a model for the future. In recent years, the corporate world has been dominated by efforts to align the interests of shareholders and management; hence the rise of stock options, performance-based pay and value-based management in general.

But companies, Mr Smith argues, still have some way to go. "I don't sense the

out with the clients, and senior partners have a quiet life. But if the tap gets shut off, we have dozens of people around the world kicking their heels. Partners don't want to get tied up in the ownership function unless there's a hiccup. Then, boy are they interested."

The bigger the firm becomes, presumably, the more acute the problem. Mr Smith of Coopers & Lybrand - whose merger with Price Waterhouse will create the biggest partnership in the world - has an answer. This may be an instance, he argues, where partnerships can learn from companies.

"We're trying to take a very clear theme from the corporate world," he says: "that you should separate employment from ownership. You need a robust management structure for employment, and a separate view - admittedly from the same people - on ownership issues."

From a corporate standpoint, this may sound absurdly paradoxical. It depends, however, on a rather specialised definition of management. So how do the professional service firms manage their people? This will be the topic of the final article.

The final article in this three-part series will appear tomorrow.



JOHN KAY

## Why the last shall be first and the first shall fade away

History teaches that innovative companies are rarely the most successful. Imitators use distribution and marketing to catch up

Have you heard of Berkeley or Ampex? Gablinger or Chux? Perhaps you should have, because each of them occupies an important place in the history of product innovation. Berkeley produced the first handheld electronic calculator, Ampex the first video recorder, Gablinger developed low alcohol lager and Chux sold the first disposable nappies.

Or perhaps you should not, because none of these companies made a commercial success of their innovations. Today the calculators we use are probably made by Casio, our video recorder comes from Matsushita: our low alcohol beer is Miller Lite, our nappies are made by Procter & Gamble. In each of these markets the innovator was swept away.

As the future of EMI hangs in the balance, it is a good moment to recall that this company has one of the most remarkable records of innovation of any in the world. EMI was a pioneer in television and computing and its CAT scanner transformed radiography. It has not made any of these products for many years. Our televisions come from Sony, our computers from IBM or Dell, and GE is market leader in scanners.

Xerox looks like an exception to this sorry catalogue. The company was first into the photocopier market and, even if its dominance was ultimately challenged by Canon, it remains a large and successful company today. But Xerox was also a pioneer in fax machines and personal computers. Each of these eventually proved to be a success - but not for the Xerox Corporation.

As we all know, it was Apple that developed the personal computer market. But Apple's leadership

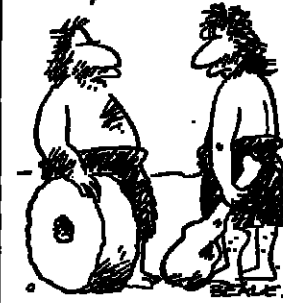
quickly disappeared when IBM came on the scene. Apple then jumped ahead by introducing the graphical user interface. Its windows and mice brought personal computing within the reach of anyone. But it is Microsoft that does this now.

"The business world is not very kind to pioneers. Contrast EMI's experience with that of Britain's most successful company of the past two decades - Glaxo Wellcome. Each had, in the 1970s, a product that would ultimately take the US healthcare market by storm. Both the CAT scanner and anti-ulcerants were to win Nobel prizes for the British scientists who invented them.

But there the similarities end. EMI was proud to employ Geoffrey Hounsfield, who invented the scanner. It established a US distribution network and manufacturing facility to exploit his innovation - and was quickly crushed by the superior political, marketing and technical skills of GE.

James Black, who developed anti-ulcerants, did not work for Glaxo, but for SmithKline. Glaxo's Zantac

IT HAS POTENTIAL BUT UNFORTUNATELY MASS PRODUCTION AND MARKETING HAVEN'T BEEN INVENTED YET



was an imitative product, second to market. US distribution was initially contracted out to Hoffman La Roche, the only foreign-owned drug company previously to have enjoyed success in US distribution. The superior marketing skills of Glaxo and its partners enabled Zantac to overtake SmithKline's Tagamet and become the world's best-selling drug. Glaxo's achievement was based not on the speed or quality of its innovation but on its commercial skills in exploiting it.

What is true of technical innovation is also true of innovation in business process. Direct Line is inevitably losing market share to Johnny-come-lately established insurers. American Express may have pioneered plastic money, but it was to be Citibank, Bank of America and even Sears Roebuck which were to capture the market with Mastercard, Visa and Discover.

Next and Raters identified unexploited market niches - fashionable clothing for older women and jewellery cheaper than you imagined buying - only to find that established retailers could do the same job at least as well.

And what we see as a first mover advantage is often only that because we now think of the successful innovator as the first mover. Many spreadsheet programmes were developed in the 1980s and Lotus succeeded not because it was the first or best but because it was the product available at the moment the market was ready to take off. Even if you know how a market will develop, timing is a matter of luck - or of quite exceptional skill.

There are two closely related lessons. One is that

being first is not often very important. The other is that innovation is rarely a source of competitive advantage on its own. Individuals, and small companies, can make a great deal of money out of good new ideas. The success of large established corporations - Matsushita, Philip Morris, IBM or General Electric - is generally based on other things: their distribution capability, their depth of technical expertise, their marketing skills. And time and again these characteristics enable them to develop the innovative concept far more effectively than the innovators themselves.

This is not to say that there is no role in business for the great innovator. After all, General Electric was built on the extraordinary fecundity of Thomas Edison's mind, the Ford motor came from the abilities of its eponymous founder. The imagination of Walt Disney created a company that is still without parallel or rival. Perhaps Akio Morita of Sony occupies a similar place in the annals of modern business.

However, while many chief executives may see themselves as Edisons, or Fords, or Disneys, or Moritas, few of them actually are. Genius is indeed a source of competitive advantage, but necessarily a rare one. So when you are told that the key to future business success is to see the future more quickly or more clearly than other people, ask which established cases in business history illustrate the point. And try to remember Berkeley and Ampex, Gablinger and Chux.

The author is the Peter Moores Director of the Said Business School at Oxford University and a director of London Economics. This column appears fortnightly.

## IT INTERVIEW JAN BAAN

## Wall Street goes Dutch on software

Geoff Naim on the Baan success story and its founders' unusual attitude towards money

It is the dream on which Silicon Valley is based: a good idea and a successful initial public offering turn a company's founders into billionaires overnight. But for Jan and Paul Baan, the two Dutch brothers who have built enterprise software company Baan into one of the hottest stocks on Wall Street, immense wealth holds little attraction.

Both are devout Calvinists and prior to Baan's IPO in 1995, the brothers transferred their majority stake in the company to a foundation they created to finance charitable work around the world. In the past two years, it has disbursed more than \$150m (£90m).

"We were afraid that if the business continued to grow we could be worth more than \$100m [each] and we asked ourselves if we could handle that," says Jan Baan, the chief executive. Had the brothers not transferred their shares, both would be billionaires as the stake the foundation holds in Baan is worth about \$4bn. "If I had to give my stake away today it would be very difficult," admits Mr Baan. "It is a thousand times easier to give away money before rather than after you get it."

Baan is one of the few software companies that specialise in complex business software called enterprise resource planning (ERP) systems. The ERP market is booming and analysts predict it could treble in size from \$10bn to more than \$30bn in three years. "It is maybe the most attractive market in the IT industry," says Mr Baan.

The company likes to see itself as the "enfant terrible" of the ERP industry, driving innovation and challenging

bigger players, in particular Germany's SAP. "Sometimes it seems like there is only SAP, but we have grown from being 10 times smaller [than SAP] a few years ago to just four times smaller today," he says.

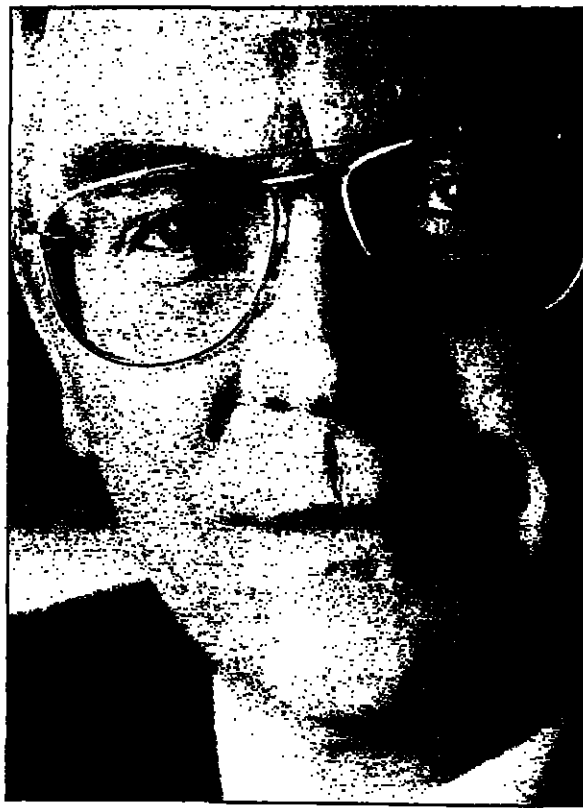
Mr Baan started the company in 1978 and for 15 years it prospered quietly as a supplier of off-the-shelf manufacturing software based in the small Dutch town of Putten. In 1993, the company's fortunes were transformed when a US venture capital firm realised the enormous potential for Baan's software in the US and invested in the Dutch company. A successful IPO soon followed.

"People in the US are born with dollar signs in their eyes, but when we started we did not even know what 'IPO' meant," Mr Baan says. Baan revenues have grown at a compound annual rate of 75 per cent from \$27m in 1995 to \$65m in 1997. Wall Street believes there is plenty of room for growth as more organisations turn to Baan's ERP software to automate their business processes.

"It is a thousand times easier to give away money before rather than after you get it"

"The company has good products, a solid senior management team and plays in a rapidly expanding market," says US investment bank Salomon Smith Barney.

Put simply, what an ERP system does is to keep track of business transactions in the areas of finance, customer order management and manufacturing. To do this well requires a mass of "business rules" to be drawn up to describe the business processes and an army of consultants to help imple-



Jan Baan: the company likes to see itself as an enfant terrible

ment the rules. Consultancy fees can easily double the cost of an ERP project. Mr Baan says the average order for Baan software is around \$400,000, but for larger ERP customers the cost can run to many millions of dollars and implementation may take several years.

Baan's largest customer is Boeing, the aircraft manufacturer, which in 1994 chose the Dutch company, then hardly known in the US, over established ERP suppliers SAP and Oracle. "Boeing is doing probably the biggest business process re-engineering implementation in the industry with 25,000 users," says Mr Baan.

The company is using Baan's software to reduce the lead times needed for aircraft from 18 months to just six and so hopefully leapfrog its European arch-rival Airbus Industrie.

"Baan is the cockpit of Boeing," says Mr Baan, referring to the software's ability to control myriad planning, distribution, manufacturing, logistics and accounting functions.

One of the traditional criticisms of ERP is the need to install or upgrade a complete system in one go, which creates big upheavals in organisations. Baan recently unveiled a new component-based product suite that aims to do away with this approach by allowing customers to upgrade just parts

of the system and at their own pace.

This practice is being copied by other ERP vendors and is particularly important in reaching smaller companies that balk at the high costs of a traditional monolithic ERP system.

"The next gold mine is in this mid-market," says Mr Baan, who says smaller companies could account for half of Baan's revenue in two years. The company last month formed a division focused on such customers.

For all its rapid growth of recent years, Baan is still a small player in the business software industry, and so alliances and acquisitions are essential to extend its reach. It has invested in 10 companies in the past year alone. Baan's biggest partner is Microsoft and chairman Bill Gates last month announced the two companies' "common vision for the integrated enterprise." The agreement means Baan will use Microsoft technology in its component-based software and the two companies will collaborate on future Microsoft technology.

ERP has been described as the best software business Mr Gates does not own, and Mr Baan hopes to keep it that way by treating him as an ally rather than potential competitor. "Mr Gates will not go into this business - it's just too complex," he says.

APPY 100 1526



## EURO PRICES

## EQUITIES

## Slow start for new euro contract

## EUROPEAN OVERVIEW

Philip Coggan,  
Markets Editor

European stock markets shed some of Monday's gains yesterday, after a move in the 30-year US Treasury bond yield above 6 per cent dampened some of Wall Street's recent enthusiasm. The FTSE Euro 300 index closed down 0.9 per cent or 11.01 points at 1,224.49. The Euro Stoxx 100 index, which includes companies in those countries that are scheduled to take part in economic and monetary union, fell 9.48 points or

0.93 per cent to 1,012.78. The Euro Stoxx 100, which includes companies from "out" countries such as the UK, shed 26.4 to 2,812.24. It was not an auspicious day for the start of trading in the Euro Stoxx 100 contract on the London International Financial Futures Exchange and, sure enough, only 78 contracts changed hands. However, business is often slow when new contracts are introduced. The day started off on a subdued note after the disappointing end to Monday trading on Wall Street, where the Dow Jones Industrial Average lost an early 100 point

gain to end only 36 points higher. A fall in US Treasury bond prices, as investors grew nervous ahead of economic data and the next meeting of the Federal Reserve's open market committee, took its toll on European bond markets. With the German bund future shedding around a third of a point, European currency rates were fairly stable. Adding to negative sentiment was a sell-off in Asian stock markets, prompted by Japanese economic worries and the Indian nuclear tests. Among individual sectors, automobiles was one of the

biggest fallers, dropping 1.8 per cent. Daimler-Benz, which agreed a merger with Chrysler of the US last week, shed Ecu 2.6 to Ecu 98.7 on profit-taking. But BMW rose Ecu 3.5 to Ecu 1,021.6, after it pulled out of the bid battle for Rover's Rover Motors. The information technology sector shed 2.3 per cent, thanks largely to a steep drop in France's Cap Gemini which lost Ecu 5.1 to Ecu 114.75. Deutsche Telekom shed Ecu 0.4 to Ecu 22.78 after announcing provisions of Dm3.5-4.5bn after a regulatory decision not to allow it to raise fees to cable users.

## FTSE Actuaries Share Indices

European series

May 12	Index	Change	%	100	100	100
FTSE Euro 300	1224.49	-11.01	-0.9	1.0	1.0	1.0
FTSE Euro Stoxx 100	1012.78	-9.48	-0.9	1.0	1.0	1.0
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## CURRENCIES &amp; MONEY

## FT SYNTHETIC EURO RATES

May 12	Country	Index	Change	%	100	100	100
Europe	ATS	14,067,187	+0.0009	0.01	+0.0010	0.01	0.01
Austria	BEF	41,228,800	-0.0002	-0.01	-0.0136	0.03	0.03
Belgium	CHF	36,580,154	-0.0144	-0.04	-0.0310	0.17	0.17
Switzerland	DEM	7,814,948	-0.0014	-0.02	-0.0090	0.12	0.12
Germany	FFM	6,073,758	-0.0017	-0.03	-0.0012	0.02	0.02
France	FFF	6,073,758	-0.0017	-0.03	-0.0012	0.02	0.02
Finland	DEM	1,060,000	-0.0008	-0.00	-0.0000	0.00	0.00
Denmark	DEM	1,060,000	-0.0008	-0.00	-0.0000	0.00	0.00
Spain	DEM	1,060,000	-0.0008	-0.00	-0.0000	0.00	0.00
Italy	DEM	1,060,000	-0.0008	-0.00	-0.0000	0.00	0.00
Portugal	DEM	1,060,000	-0.0008	-0.00	-0.0000	0.00	0.00

## INTERNATIONAL CAPITAL MARKETS

## European prices lower in thin trading

## GOVERNMENT BONDS

By Jeremy Grant in London and John Labate in New York

Prices in Europe fell but activity was thin amid a lack of domestic news and investors awaited signals from the US and Germany on the direction of interest rates.

European bonds continued to look to US Treasuries for inspiration and figures showing French consumer confidence had soured did nothing to spark life into the market.

Attention was focused on tomorrow's meeting of the Bundesbank's council and next week's meeting of the Federal Reserve's Open Market Committee in the US. However, with a consensus developing that interest rates have peaked, few analysts were expecting an upward move.

"It would seem unlikely that we'll get anything to alter the market's current

conviction that the Fed is going to hold for now. The likely verdict is life continues as we know it," said Kit Juckes, at NatWest.

That view was reinforced by fresh jitters in most markets over prospects for another bout of economic trouble in Asia.

US TREASURIES rose slightly ahead of an auction of three-year notes. By early afternoon the benchmark 30-year bond had gained 1/4 to 101 1/8, sending the yield down to 6.022 per cent.

Among shorter-term issues, the two-year note rose 1/4 to 98 1/4, to yield 5.841 per cent while the 10-year note was up 1/4 to 99 1/4, yielding 5.757 per cent.

Traders were preparing for the final auction of \$100m of three-year notes, set for later in the day. The retail sales report, to be released late yesterday, continued to be a leading issue, with expectations of a strong report.

"It will be a surprise if retail sales comes in weaker

## Japanese government bond yields hit fresh lows

Yields on Japanese government bonds hit fresh lows yesterday as worries about the economy resurfaced, writes Vincent Sotard. The yield on the benchmark JGB 102 fell to 1.3 per cent in Tokyo trading overnight and remained supported at that level later in London, dealers said.

The levels achieved yesterday came after the Bank of Japan said domestic wholesale prices fell 2.3 per cent between March and April, confirming fears that deflation was setting in.

"This just shows how recessionary sentiment is in Japan at the moment," said Stephen Hannah, head of

research at IBI International in London.

Analysis said yields were still headed downward as investors continued to chase returns. With the stock market moribund and interest rates even lower than bond yields, people were still willing to buy JGBs even at current levels.

than expected," said Marcello Prustaci, senior vice-president and trading manager at Daiwa Securities.

The UK GILTS market drifted lower, with the only interest coming with the announcement of a £25m, 10-year bond issue, which was larger than expected.

"This was somewhat surprising given the total sales target [this year] of £11bn," said one dealer, noting a modest sell-off at the long end of the yield curve as a result.

Gilts nevertheless outperformed German bunds, with the yield spread over bunds narrowing to 95 basis points from the previous day's 98 points.

A Bank of England report to be released today is expected to signal a softening of its stance on inflation, and markets are looking to the monetary policy committee's minutes to reflect the view that the interest rate cycle has peaked.

Support for that view came with the overnight release of UK retail con-

sumption figures showing growth up sharply to 5.7 per cent in April from 0.4 per cent in March.

The June gilt future settled at 108.14, down 28 basis points on Monday's level of 108.42, in modest volume of 55,000 contracts.

GERMAN BONDS developed nerves ahead of today's US producer prices, ending lower on fears of a weaker US Treasury market overnight.

The Bundesbank council is due to meet on Thursday but fears of a rate rise have

largely dissipated, a process that was helped yesterday when council member Hans-Joerg Koehn said he saw no reason to raise rates.

"I don't think many people are expecting a rate hike," said David Keeble, strategist at Credit Suisse First Boston.

The June future settled at 106.45, down from the previous close of 106.83 after trading in a 35 basis point range.

ITALIAN BOND futures tracked other European markets by ending lower, with the market awaiting the Italian treasury's announcement of three, five and 30-year ETNs to be offered at auction on Friday. The June future ended 34 basis points lower at 118.26 after trading in a range of 118.08 to 118.52.

DUTCH BONDS added to supply with top sales of the reopened 5.50 per cent January 2028 bond yesterday morning as part of the Dutch finance ministry's plans to raise between F13bn and F14bn guilders.

## ADB scales down global five-year issue to \$2bn

## INTERNATIONAL BONDS

By Edward Lucas

The Asian Development Bank has scaled down today's much-awaited global bond offering, in part because of continued market concern about the economic and social situation in South Korea and Indonesia.

The \$2bn bond, which has been reduced from talk of between \$3bn and \$4bn at the ADB's recent annual meeting in Geneva, will help fund some of the ADB's contribution to rescue packages for Korea, Indonesia and Thailand led by the

International Monetary Fund.

Syndicate managers said the bond, which will have a maturity of five years, would be priced at a yield spread of between 26 and 28 basis points over US Treasuries.

That would be two or three basis points wider than earlier projections and would come at a spread of about eight basis points over the World Bank's benchmark five-year dollar bond.

Concerns about the ability of the South Korean government to restructure the country's debt-burdened private sector, and over the Indonesian government's

ability to push through a socially-divisive economic reform package, have increased bearish sentiment towards Asia in recent days.

These fears have been compounded by the persistent weakness of the Japanese yen against the US dollar.

"If the yen continues to slide, this will hit China hard," said one bond official. "The market is not in the mood for exposure to Asia, so the ADB has had to take account of this." The ADB has an AAA credit rating.

Elsewhere, PORTUGAL issued its first 15-year bond in D-Marks as part of the

## New international bond issues

Borrower	Amount \$m	Coupon	Price	Maturity	Yield	Spread bp	Book-runner
<b>US DOLLARS</b>							
US Central Credit Union	350	6.00	98.428R	May 2003	0.25R	+105(Apr03)	Lehman Brothers Int
Ciba Specialty Chemicals	300	5.50	98.551R	May 2003	0.35R	+105(Apr03)	JP Morgan
<b>D-MARKS</b>							
Deutsche Telekom Int Fin	2bn	5.25	99.377R	May 2008	0.225R	+295(Jan08)	Deutsche/Dresdner KB
Republique de Portugal	1bn	5.45R	100.01R	Sep 2013	0.375R	+18R	ABN Amro/Commerzbank
Bayernische Hypothek	150	5.50R	99.25	Jun 2000	2.00		BayerHypo/BayerIS
<b>SWISS FRANCS</b>							
Westland-Lincoln Hypot	215	(c)	100.00	May 2001	0.05		Deutsche Bank (Schweiz)
<b>ITALIAN LIRA</b>							
ING Bank, via Sao Paulo	200bn	7.50	99.95R	May 2001	0.50R	+275(Sep01)	Credito Italiano
World Bank	150bn	2.50	99.70R	Jun 2003	0.50R		Banca di Roma
<b>GUILDERS</b>							
Fortis Bank	500	5.25	98.40R	Jun 1998	0.425R	+37R	MeesPierson

Final terms, non-callable unless stated. Yield spread (over relevant government bond) at launch supplied by lead manager. 3 Floating-rate note. R: fixed re-offer price; less shown at re-offer level. a) Fungible upon Euro with domestic securo bond to be auctioned on Monday. b) Issuer may redeem DM100m bonds at par or 75 Deutsche Bank shares of 7-month Libor fix. c) Dollar constraint clause. d) Callable on 5/6/01 at 122%. Redeemed at par + performance of MIB-30 index. e) Over interpolated yield. f) Long 1st coupon. g) Recommended re-offer. h) Short 1st coupon.

country's drive to lengthen the average maturity of its sovereign debt, which is among the lowest in Europe.

The DM1bn issue, priced to yield 18 basis points over bunds, will be fungible with

a forthcoming escudo-denominated deal over European monetary union.

The bond, which follows the success of a 10-year D-Mark offering by Portugal in February, proved popular

with investors across Europe. An official at ABN Amro, joint lead with

Commerzbank, said about 90 per cent of its book went outside Germany. It tightened by one basis point after pricing.

## WORLD BOND PRICES

## BENCHMARK GOVERNMENT BONDS

May 12	Ref date	Coupon	Bid	Yld	Day	Yld	Month	Yld	Year	Yld
Australia	09/08	7.000	103.600	5.00	+0.02	-0.03	-0.12	-1.35		
	10/07	10.000	120.780	5.00	-0.05	-0.02	-0.15	-1.96		
Canada	09/08	7.000	103.610	4.10	-0.01	-0.03	-0.26			
	07/07	5.000	102.600	5.11	+0.04	+0.04	-0.18	-0.81		
Belgium	01/00	4.000	98.640	5.11	-0.03	-0.03	-0.18	-0.58		
	03/07	6.250	107.920	5.12	+0.05	+0.05	-0.19	-0.59		
Denmark	09/08	4.750	99.400	5.18	-0.01	-0.01	-0.34	-0.50		
	06/07	7.250	112.800	5.45	-0.02	-0.03	-0.22	-1.00		
France	12/98	6.000	101.800	4.76	+0.06	-0.10	-0.38	-0.81		
	04/00	7.000	112.300	4.80	+0.04	-0.01	-0.27	-0.58		
Germany	04/98	11.000	194.530	3.08	+0.03	-0.10	-0.19	-0.19		
	04/98	7.250	114.130	5.04	+0.04	-0.05	-0.21	-1.06		
Italy	01/00	4.000	98.750	4.15	+0.05	-0.03	-0.08	-0.51		
	10/04	6.750	110.580	4.04	+0.04	+0.02	-0.16	-0.32		
	10/07	5.500	103.100	5.08	+0.04	+0.05	-0.19	-0.52		
	10/05	6.000	105.300	5.01	+0.05	+0.06	-0.22	-0.94		
Japan	09/09	4.000	99.800	4.00	-0.01	-0.04	-0.68	-0.48		
	01/00	11.000	114.430	4.85	+0.03	-0.17	-0.37	-0.37		
	07/07	6.000	105.700	5.06	+0.06	+0.07	-0.21	-0.84		
	07/07	6.500	112.600	5.00	+0.04	+0.08	-0.21	-0.87		
Netherlands	04/98	6.250	101.000	5.03	+0.05	-0.03	-0.21	-0.85		
	09/00	8.000	118.250	5.22	+0.03	+0.05	-0.21	-1.35		
Portugal	05/00	6.000	102.800	4.97	-0.05	-0.01	-0.16	-0.20		
	05/00	6.500	105.300	4.90	+0.04	-0.01	-0.08	-0.25		
	07/07	6.750	111.130	5.00	-0.04	-0.03	-0.18	-2.11		
	11/05	7.250	121.400	5.21	+0.05	+0.06	-0.18	-2.16		
Spain	04/00	6.400	110.800	4.38	-0.01	-0.08	-0.18	-0.86		
	12/02	4.000	117.400	4.80	-0.03	-0.13	-0.28	-1.11		
	09/00	3.000	111.620	5.11	-0.01	-0.13	-0.31	-1.25		
	09/07	3.000	112.070	5.23	-0.03	-0.12	-0.28	-1.34		
Sweden	11/99	7.500	104.700	4.12	-0.01	-0.05	-0.02	-0.43		
	02/07	6.750	105.020	5.02	+0.05	+0.05	-0.19	-0.55		
Switzerland	02/00	6.000	98.117	7.87	+0.02	-0.06	-0.38	-0.82		
	11/08	8.000	107.250	6.84	-0.03	-0.03	-0.06	-0.82		
UK	01/99	8.000	107.400	4.54	+0.04	+0.05	-0.22	-0.58		
	01/97	6.750	108.500	5.47	+0.05	-0.08	-0.28	-0.54		
	02/98	6.500	102.404	5.22	+0.04	-0.05	-0.20	-1.30		
	02/97	6.825	110.970	5.17	+0.05	-0.06	-0.20	-1.20		
US	07/98	7.400	103.500	4.27	+0.05	+0.04	-0.08	-0.51		
	03/97	7.350	115.210	5.17	+0.05	+0.05	-0.18	-1.35		
Yield	01/98	11.000	104.680	4.71	+0.03	-0.05	-0.05	-0.07		
	06/97	8.000	118.470	5.28	+0.03	+0.01	-0.12	-1.72		
Yield	02/98	5.000	105.400	1.35	+0.03	-0.01	-0.60	-0.19		
	04/97	4.500	115.700	2.12	+0.02	-0.18	-0.37	-0.57		
UK	09/00	6.000	99.200	5.05	+0.07	+0.06	-0.10	-0.57		
	11/04	6.750	104.200	5.08	+0.03	+0.08	-0.11	-0.56		
	12/07	7.250	108.780	5.09	+0.03	+0.05	-0.15	-1.06		
	02/01	6.000	127.250	5.04	+0.05	+0.07	-0.17	-1.22		
US	10/99	5.000	99.500	5.05	-0.03	-0.11	-0.58			
	11/04	7.000	111.320	5.00	-0.02	-0.05	-0.18	-0.79		
	09/07	6.750	102.400	5.03	-0.01	-0.07	-0.17	-0.83		
	09/07	6.750	104.500	4.04	-0.04	-0.03	-0.13	-0.85		
ESM	01/00	4.000	99.500	4.28	+0.04	-0.04	-0.11	-0.68		
	05/07	5.500	102.500	4.09	+0.05	-0.04	-0.18	-0.58		

London closing. New York day close. Source: International Data Finance. Yield shown for Italy excludes standing bid at 12.5 per cent payable by nomination.

## 10 YEAR BENCHMARK SPREADS

May 12	Ref date	Coupon	Spread vs T-Bonds	Spread vs T-Bonds	Spread vs T-Bonds	Spread vs T-Bonds	Spread vs T-Bonds	Spread vs T-Bonds	Spread vs T-Bonds	Spread vs T-Bonds
Australia	09/08	7.000	-0.08	-0.08	-0.08	-0.08	-0.08	-0.08	-0.08	-0.08
Canada	09/08	7.000	-0.12	-0.12	-0.12	-0.12	-0.12	-0.12	-0.12	-0.12
Belgium	01/00	4.000	-0.15	-0.15	-0.15	-0.15	-0.15	-0.15	-0.15	-0.15
Denmark	09/08	4.750	-0.42	-0.42	-0.42	-0.42	-0.42	-0.42	-0.42	-0.42
France	12/98	6.000	-0.21	-0.21	-0.21	-0.21	-0.21	-0.21	-0.21	-0.21
Germany	04/98	11.000	-0.10	-0.10	-0.10	-0.10	-0.10	-0.10	-0.10	-0.10
Italy	01/00	4.000	-0.20	-0.20	-0.20	-0.20	-0.20	-0.20	-0.20	-0.20
Japan	09/09	4.000	-0.37	-0.37	-0.37	-0.37	-0.37	-0.37	-0.37	-0.37
Netherlands	04/98	6.250	-0.10	-0.10	-0.10	-0.10	-0.10	-0.10	-0.10	-0.10

## EMERGING MARKET BONDS

May 12	Ref date	Coupon	S & P	Rating	Bid price	Yld	Day's change	Month's change	Year's change
IN EUROPE									
Greece	02/02	7.000	BBB-	BBB-	97.725	7.70	+0.04	-0.14	+2.00
Poland	07/04	7.125	BBB-	BBB-	102.188	6.88	+0.04	+0.32	-0.96
Russia	05/07	10.000	BB-	BB-	93.850	11.08	+0.16	+0.23	+5.32
IN LATIN AMERICA									
Argentina	02/07	8.750	BB	BB	94.250	10.37	+0.06	+0.33	+4.35
Brazil	05/27	10.125	BB-	BB-	94.250	10.78	+0.08	+0.48	+4.76
Chile	05/28	11.500	BB	BB	118.750	9.38	+0.01	+0.25	+3.58
IN ASIA									
Thailand	07/08	7.750	BBB+	BBB+	104.0702	7.07	+0.04	+0.11	+1.32
Taiwan	10/16	8.750	BB+	BB+	98.0083	8.43	+0.05	+0.24	+3.58
Japan	04/07	7.750	BBB+	BBB+	84.5949	6.64	+0.04	-0.24	-3.38
IN AFRICA/ASIA EAST									
Colombia	07/00	8.125	BB-	BB-	101.5978	8.06	+0.04	-0.13	-0.48
Thailand	10/06	8.375	BB+	BB+	102.7048	7.91	+0.04	+0.14	+2.14
Turkey	05/07	10.000	B	B	101.6857	9.70	+0.04	+0.18	+3.94
IN MIDDLE EAST									
Lebanon	03/25	5.500	BB	BB	74.8300	8.44	+0.05	+0.23	+2.47
Yemen	04/14	5.000	BB-	BB-	79.7300	9.94	+0.07	+0.82	+0.48
Yemen	10/18	6.250	BB-	BB-	83.3300	7.89	+0.06	+0.24	+0.98
Yemen	03/20	7.750	B+	B+	85.3300	12.41	+0.11	+0.71	+2.16





## COMMODITIES &amp; AGRICULTURE

## Study says hedging played part in gold price fall

By Kenneth Gooding,  
Mining Correspondent

The dramatic growth in the use of hedging by gold producers in the past 10 years undoubtedly played a part in the fall in the price of the metal - which in December sank to its lowest for 18 years - according to a new study from the World Gold Council.

Ironically, the relatively low price has produced a growing consensus in the gold industry in favour of hedging in some form, the study suggests.

A year ago a successful hedge programme in most cases simply increased a producer's profitability, but today the survival of many gold mines depends on hedging, it points out.

The authors, Ian Cox, a former head of precious metals trading at Samuel Montagu, the UK merchant bank, and Ian Emsley, an economist and analyst with Anglo American Corporation of South Africa, say producers gradually realised gold prices were on an extended downward path last year and accelerated their hedging activities.

This resulted in an estimated additional 500 tonnes of gold supply reaching the market, roughly equivalent to all the new gold mined in South Africa, the biggest producer.

Hedging on this scale is not likely to be repeated in the short term, they say, partly because many new gold projects are being put back because of low prices.

Nevertheless, in the "longer term, the situation could be different as the development of low-cost gold projects will bring new volumes of hedging to the market at lower prices than are currently acceptable."

The growth of hedging was made possible by the increasing readiness of central banks to lend gold to their reserves to provide the

liquidity for funding hedge transactions. In the past 10 years central bank lending has risen from an annual 400 tonnes to about 4,000 tonnes.

The WGC is a promotional organisation financed by some gold mining groups. Daily volume in the London gold market, the international settlement centre for gold bullion, fell by 10 per cent from the March

level to 34.5m troy ounces in April, according to the London Bullion Market Association. The average daily value was also down, from \$11.4bn to \$10.6bn.

"Utilisation of borrowed gold by the mining industry - its development and future prospects" free from the WGC, 10 Haymarket, London SW1Y 4BP.

## Oil trade waits for direction from Opec

## MARKETS REPORT

By Gary Mead

Crude oil futures climbed yesterday on the International Petroleum Exchange, with the June contract for Brent blend touching \$15 a barrel in late trading, up 16 cents. But dealers said the price was likely to drift within a \$14 to \$15 range until clearer direction was given concerning Opec's intentions.

Ministers of the Organisation of Petroleum Exporting Countries are due to meet in Vienna on June 24, when they are expected to consider whether production cuts in addition to the 1.25m b/d agreed in March were needed to help restore prices, now about 30 per cent lower than last November.

On the London International Financial Futures Exchange, the July contract closing at \$19 to \$1.10 a tonne, having touched \$1.151 earlier.

Traders were bemused at the rally, which lacked any fundamental driving factor. Investment funds were the main buyers in the market.

Coffee dropped on Liffe, ending at \$15.40 a tonne. Two large robusta coffee producers, Uganda and Vietnam, reported serious crop damage as a result of drought.

Uganda's 50 per cent drop in 1997-98 coffee exports to 2.5m 60kg bags was widely expected. Reports from Vietnam suggested the country's 1998-99 harvest in the two main coffee-producing provinces could be down by as much as 33.4 per cent, to 190,000 tonnes.

On the London Metal Exchange three-month copper finished marginally higher at \$1.54 a tonne, up 23¢, but nickel again came under pressure, finishing down 30¢ at \$5.00 a tonne.

## CFTC details copper scam

By Richard Wolfe  
in Washington

The most detailed explanation of how and why Yasuo Hamanaka, Sumitomo Corporation's senior copper trader, manipulated the international copper market was provided by the US Commodity Futures Trading Commission when it announced that the Japanese group would pay a record \$133m to US and UK regulators.

The web of deception stretched back several years. The CFTC found that just before Mr Hamanaka's appointment as head of the copper team in 1987, Sumitomo had suffered large losses in speculative futures trading as well as actual copper purchases. To cover up these losses, Mr Hamanaka did not enter his trades in the normal book-keeping system, but instead recorded them in personal notebooks.

The CFTC said that by 1993 Mr Hamanaka agreed to buy copper from a newly-formed New York copper merchant on a monthly basis for three years. The agreements contained an unusual minimum price provision, which allowed both sides to profit from any rises in the market over the agreed minimum.

"Thus, as copper prices rose above the minimum

price, the US firm and Sumitomo would share in the price appreciation, giving both firms a financial interest in higher prices," the CFTC said.

Sumitomo and the New York merchant made the copper purchases were made to satisfy customer demand. In fact, the CFTC found half the contracted copper was immediately sold by the US merchant back to its supplier, and was never delivered to Sumitomo.

Mr Hamanaka and the US merchant established several unusual accounts, known as B accounts. These allowed the US firm to trade in Sumitomo's name and use its credit in futures trades. Mr Hamanaka was found to have forged the signatures of his superiors to give power of attorney to the copper merchant over these trades.

By purchasing both physical metal and futures contracts, their plan was to push copper prices artificially high and profit by liquidating their positions. The aim, the CFTC said, was to buy all the stocks of deliverable copper in the London Metal Exchange warehouses.

When Mr Hamanaka confessed in the summer of 1996, Sumitomo's market dominance finally declined, and so did the price of copper, from \$2,900 a tonne to less than \$2,000.

## Straitened times for the big Russian oil barons

Lower prices have made it hard to squeeze a profit from their vast oil fields, write **Christy Freeland** and **Robert Corzine**

The weight of governing Russia is settling on the shoulders of Sergei Kiriyenko, its 35-year-old prime minister, who was confirmed in office last month.

One of his biggest problems concerns his old cabinet portfolio, the energy sector, which has been battered by the decline in oil prices.

Triggered by influences as diverse as the Asian economic crisis and the unusually fine weather, oil prices have dropped steadily from highs of almost \$25 a barrel in January last year.

The North Sea's Brent blend is now around \$15 a barrel, although Urals blend, Russia's main export crude, has been trading at a \$1.30 or so discount to Brent.

Oil price weakness has taken some of the swagger out of the strident Russian oil men have made into the global market. They have also dented Russia's stock market and public finances.

"The government is losing fiscal revenue, the country is losing balance of trade support, and the companies are losing money and profits," says Stephen O'Sullivan, a United Financial Group, a Moscow-based brokerage.

Lower prices have been particularly painful for Rus-

sia's oil barons, who just a few years ago were bragging that with their massive crude reserves they would soon be taking over the oil multinationals. Many now find it all but impossible to squeeze a profit from their vast oil fields.

"The whole Russian oil industry is having a hard time," says John Browne, chief executive of British Petroleum, which last year took a stake in Sidanco, one of big integrated Russian oil companies.

Western oilmen say Russian companies will need to make deep cuts in their lifting costs per barrel to overcome low prices. But one of the main reasons why costs are so high is because Russian oil companies still maintain extensive social services in the areas in which they operate.

Some western estimates suggest Russia's lifting costs can be as high as \$8-\$10 a barrel, compared with as little as \$2.10 or so at western majors such as BP.

"For many large companies, 1998 will be a shock," a recent report on the Russian oil sector by Brunswick Warburg, a Moscow-based investment bank, argues. "1996 and 1997 were periods of

very high world oil prices, which camouflaged Russian companies' high production and transportation costs... as export prices have declined, margins have all but been eliminated."

The latest sign of the oil squeeze came last week when Lukoil, widely regarded as Russia's best managed oil company, said the group's pre-tax profit this year could be 40 per cent lower than the previous forecast of \$900m-\$1bn.

Not all Russian oil companies are feeling the pain in equal measure. The slump in international oil prices has reversed the traditional relationship between export and domestic sales.

In the past, the domestic taxation and pricing system made exports more profitable than local sales, and they were made even more desirable by domestic consumers' tendency not to pay at all. But now, domestic sales have been somewhat sheltered from the global fall in crude oil prices.

"Some oil companies are suffering more than others," Mr O'Sullivan says. "Russian domestic crude prices really haven't changed in the past two months. It's the



exporters who will lose out. The companies that refine in Russia are also somewhat protected."

Russian oil companies are also trying to insulate themselves from lower prices by pressuring the government to lower taxes.

Although some western economists, including experts from the International Monetary Fund, have argued that by world standards Russian oil producers are very lightly taxed, the Russian government has been inclined to bow to producers' complaints.

It has already halved oil transport charges and abolished transport excise tax.

Last Thursday, the new cabinet approved a bill cutting general excise duties until the end of the year, but did not reveal how deep the cuts had been.

However, as Mr O'Sullivan notes: "There is a limit on how helpful the government can be to the oil companies," especially as they still owe billions of dollars in taxes.

Although these are testing times for Russia's oil barons, some observers argue that the current price pressure might actually be a healthy shock to the system.

The harsher conditions could be just what Russian oil groups need to grow into world-class corporations.

## COMMODITIES PRICES

## BASE METALS

LONDON METAL EXCHANGE  
(Prices from Associated Metal Trading)  
All aluminium, 100 troy oz. (31.103 kg)

	Close	3 mths
Copper	1365.5-65.5	1392.50
Aluminium	1357.50	1383.50
Highlow	1357.50	1383.50
AM Official	1361.5-62.5	1389.50-50
North close	1361.5-62.5	1389.50-50

Open int. 274,667  
Total daily turnover 57,725

ALL ALUMINIUM ALLOY (5 per tonne)

	Close	3 mths
Copper	1257.75	1295.50
Aluminium	1258.75	1278.50
Highlow	1258.75	1278.50
AM Official	1261.5-6	1289.50-50
North close	1261.5-6	1289.50-50

Open int. 6,859  
Total daily turnover 1,779

LEAD (5 per tonne)

	Close	3 mths
Copper	532.5-33.5	548.40-5
Aluminium	525.5-30.5	545.5
Highlow	531.5-5	548.40-5
AM Official	531.5-5	548.40-5
North close	531.5-5	548.40-5

Open int. 36,152  
Total daily turnover 8,261

NICKEL (5 per tonne)

	Close	3 mths
Copper	490.50	507.75
Aluminium	5125.35	5215.25
Highlow	5125.35	5215.25
AM Official	5095.10	5170.50-50
North close	5095.10	5170.50-50

Open int. 52,100  
Total daily turnover 29,540

YUM (5 per tonne)

	Close	3 mths
Copper	5750.70	5865.70
Aluminium	5750.70	5750.70
Highlow	5750.70	5750.70
AM Official	5750.70	5750.70
North close	5750.70	5750.70

Open int. 17,754  
Total daily turnover 5,304

2002, special high grade (5 per tonne)

	Close	3 mths
Copper	1065.97	1082.50
Aluminium	1072.75	1087.50
Highlow	1072.75	1087.50
AM Official	1065.97	1082.50
North close	1065.97	1082.50

Open int. 82,075  
Total daily turnover 21,470

COPPER, grade A (5 per tonne)

	Close	3 mths
Copper	1722.5-21.5	1738.50
Aluminium	1729.21	1733.50
Highlow	1729.21	1733.50
AM Official	1744.45	1750.50
North close	1744.45	1750.50

Open int. 17,754  
Total daily turnover 5,304

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	Close	3 mths
Copper	1722.5-21.5	1738.50
Aluminium	1729.21	1733.50
Highlow	1729.21	1733.50
AM Official	1744.45	1750.50
North close	1744.45	1750.50

## PRECIOUS METALS CONTINUED

GOLD COMEX (100 troy oz. 31.103 kg)

	Close	3 mths
Copper	280.0	285.0
Aluminium	280.0	285.0
Highlow	280.0	285.0
AM Official	280.0	285.0
North close	280.0	285.0

Open int. 274,667  
Total daily turnover 57,725

ALL ALUMINIUM ALLOY (5 per tonne)

	Close	3 mths
Copper	1257.75	1295.50
Aluminium	1258.75	1278.50
Highlow	1258.75	1278.50
AM Official	1261.5-6	1289.50-50
North close	1261.5-6	1289.50-50

Open int. 6,859  
Total daily turnover 1,779

LEAD (5 per tonne)

	Close	3 mths
Copper	532.5-33.5	548.40-5
Aluminium	525.5-30.5	545.5
Highlow	531.5-5	548.40-5
AM Official	531.5-5	548.40-5
North close	531.5-5	548.40-5

Open int. 36,152  
Total daily turnover 8,261

NICKEL (5 per tonne)

	Close	3 mths
Copper	490.50	507.75
Aluminium	5125.35	5215.25
Highlow	5125.35	5215.25
AM Official	5095.10	5170.50-50
North close	5095.10	5170.50-50

Open int. 52,100  
Total daily turnover 29,540

YUM (5 per tonne)

	Close	3 mths
Copper	5750.70	5865.70
Aluminium	5750.70	5750.70
Highlow	5750.70	5750.70
AM Official	5750.70	5750.70
North close	5750.70	5750.70

Open int. 17,754  
Total daily turnover 5,304

2002, special high grade (5 per tonne)

	Close	3 mths
Copper	1065.97	1082.50
Aluminium	1072.75	1087.50
Highlow	1072.75	1087.50
AM Official	1065.97	1082.50
North close	1065.97	1082.50

Open int. 82,075  
Total daily turnover 21,470

COPPER, grade A (5 per tonne)

	Close	3 mths
Copper	1722.5-21.5	1738.50
Aluminium	1729.21	1733.50
Highlow	1729.21	1733.50
AM Official	1744.45	1750.50
North close	1744.45	1750.50

Open int. 17,754  
Total daily turnover 5,304

2002, special high grade (5 per tonne)

	Close	3 mths
Copper	1065.97	1082.50
Aluminium	1072.75	1087.50
Highlow	1072.75	1087.50
AM Official	1065.97	1082.50
North close	1065.97	1082.50

Open int. 82,075  
Total daily turnover 21,470

COPPER, grade A (5 per tonne)

■ NATURAL GAS NYMEX (10,000 mmbtu)				
	Latest price	Day's change	High	Low
Jan 14	2.240	+0.025	2.265	2.219







## Offshore Funds and Insurances

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AZA Asset Management				Global Management Co LP				Key Asset Management Inc				The Guyana Group of Funds				Shoreline Investment Management Ltd			
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**MANAGED FUNDS NOTES**  
The fund prices published in this section are indicative only and are not intended to be used as a basis for investment decisions. They are subject to change without notice. The actual performance of the funds may differ from the prices shown. The prices shown are for the funds as of the date of publication. The prices shown are for the funds as of the date of publication. The prices shown are for the funds as of the date of publication.











## LONDON STOCK EXCHANGE

## US interest jitters return to erode confidence

## MARKET REPORT

By Steve Thompson,  
UK Stock Market Editor

The firm tone in London's equity market over the previous two sessions was reversed yesterday as jitters over the prospects of a rise in US interest rates returned to unsettle European bourses. There was also an element of unease ahead of the Bank of England's quarterly inflation report due this morning.

But the weakness in London was confined to the leaders, represented by the FTSE

100. The rest of the market, comprising the FTSE 250 and SmallCap indices, was never really under any downside pressure, apart from at the outset of trading when the 250 index spent the first 30 minutes showing a marginal fall.

On the contrary, the FTSE 250 and SmallCap indices marched on to fresh intraday and closing records. The 250 gained a further 7.3 at a closing peak of 5,779.7, having hit an intra-day record of 5,781.7, while the SmallCap jumped 10.2 to a record close of 2,729.1, after touching an intra-day peak of 2,739.4.

At the close, the FTSE 100 index had given up all of Monday's advance, and more, finishing 71.0 lower at 5,956.7. At its worst, the index was down 73.0.

The US Federal Reserve's open market committee meets in Washington next Tuesday to determine monetary policy and a rise in rates is seen by some as a possibility.

Heavy losses in London's front-line stocks came in the wake of a disappointing finish to Monday's session on Wall Street, where the Dow Jones Industrial Average, up 100 points in early trading,

fell away to finish only 35 ahead.

Dealers in London were quick to point out that the S&P 500 index, viewed as much more representative of the US market, finished the day showing a small decline. Wall Street gave no real support yesterday, posting a 30-point decline not long after trading began.

There was further uncertainty for the UK market from the weakness of the US Treasury bond market overnight, where the yield on the long bond moved back above the 6 per cent mark. This week sees important eco-

nomic data, including retail sales figures and producer and consumer inflation news.

UK gilts lost ground in the wake of the US bond market's falls, adding to the pressure on equities.

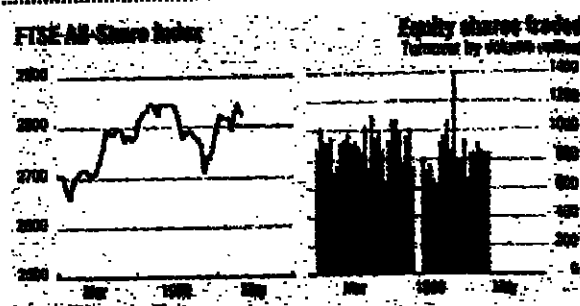
The recent strong flow of corporate activity continued yesterday with US paints group PPG confirming market suspicions that it had made a takeover approach to Courtaulds in conjunction with Donaldson Lufkin and Jenrette, the US investment bank.

There was plenty of bid action among the small caps,

where takeovers were announced by Gibbon Group, the printing inks group, Capital Group, the security and investigations company, and Brunner Mond, a chemicals group.

Senior traders insisted that the FTSE 100 would be sustained by continuing takeover speculation and that the 250 and SmallCap indices would be driven by actual activity. "Corporate deals are driving the market and there are lots more to come in the short term," said one trader.

Turnover at 6pm was \$43.8m shares.



Indices and ratios	FTSE 100	FTSE 250	SmallCap	FTSE 100/FTSE 250	FTSE 100/SmallCap
FTSE 100	5956.7	-71.5	2729.1	-33.4	-33.4
FTSE 250	5779.7	+7.3	2729.1	-23.2	-23.2
SmallCap	2729.1	-23.2	2729.1	-23.2	-23.2
FTSE 100/FTSE 250	2662.0	-23.2	2729.1	-23.2	-23.2
FTSE 100/SmallCap	2662.0	-23.2	2729.1	-23.2	-23.2

Best performing sectors	Worst performing sectors
1. Water +0.5	1. Insurance -2.5
2. Pharmaceuticals +0.3	2. Chemicals -2.0
3. Consumer Goods +0.2	3. Electronics -1.5
4. Financials +0.1	4. Telecom -1.2
5. Consumer Services +0.1	5. Oil & Gas -1.1

## BOC rides see-saw

## COMPANIES REPORT

By Peter John and Martin Brice

Industrial gases group BOC experienced a tumultuous session in the wake of first-half results at the low end of expectations.

The stock traded 17 lower first thing, but clawed back to close 3% higher at 979p amid hopes that a review launched by the company signalled a recovery from its recent poor performance.

Profits dropped 17 per cent to \$179.5m in the six months to the end of March, compared with analysts forecasts between \$179.5m and \$190.5m.

The figures were depressed by sterling strength and the sale of the Ohmeda healthcare businesses. Underlying profits only fell 3 per cent but were still disappointing.

Forecasts are expected to be reduced to around \$375m-\$385m. Credit Lyonnais said its profit forecast would probably come back to around \$380m from \$415m. BT Alex Brown was said to have cut its full-year estimate to \$385m from \$420m and others were making similar reductions.

Commercial Union and General Accident were big fallers amid jitters over

today's first-quarter results from the two insurers. CU fell 46 to \$10.76 and GenAcc 45 to \$13.60. The two groups will issue their last quarterly earnings on Wednesday before a merger in June.

Other large insurers Guardian Royal Exchange and Royal & Sun Alliance were also down.

Insurer Norwich Union gained 5 to 438p following an upgrade from Dresdner Kleinwort Benson.

Insurance broker Sedgwick eased 3% to 164p after announcing a slide in first quarter profits to \$38.3m from \$43.5m.

Hyder and United Utilities

rose as Dresdner Kleinwort

Benson repeated a "buy"

recommendation on the two stocks.

United Utilities traded 14

higher at 809p while Hyder

rose 9 to 949p. Analyst Guy

Farmer was pushing the two

stocks on the basis of yield

and interest cover. He was

positive on the rest of the

sector for the same reason.

Among other water stocks,

Anglian Water rose 11 to

860p and Yorkshire Water 12

to 460p.

Confirmation that PPG, the

world's biggest paints

company, is interested in

Courtaulds and prepared to

top the current 450p-a-share

offer from Akzo Nobel of the

Netherlands sent Courtaulds

shares up 7 to 473p.

Xenova rallied 4 to 181p

after the pharmaceuticals

company said its new cancer

drug had entered Phase I

clinical trials. The drug is

part of Xenova's multi-drug

resistance programme.

Celisis International

jumped 8% to 41p as the

contamination testing firm

reported a reduced loss for

the year and said its chief

executive had resigned. The

company also said the execu-

tive had informed the board

he was considering taking

the company private.

Bank of Ireland rose 4 to

\$12.61 after Lehman

Brothers raised profit

estimates and repeated an

"outperform" rating ahead of

Thursday's results.

Lehman said the bank's

forthcoming results should

show strong revenue growth

from the booming Irish

economy. The broker raised its

1999 net income forecast to

\$1430m from \$1375m and the

earnings per share forecast

to 80p from 72p.

Metal and electronics

group Johnson Matthey

lifted 9% to 640p after SG

Securities said the stock

deserved a higher rating.

"The driver of growth in

the medium term will be the

electronic materials divi-

sion," said SG. "We expect

biomedical to grow into a

division of its own within

three years, with \$25m profit

in three years."

Analysts said the shares

deserved a higher rating as

the perceived risks attached

to the electronic materials

division had been overdone.

They gave the stock a sum-

of-the-parts valuation of

730p.

Northern climbs

Northern Foods climbed 22

to 213p after SBC Warburg

Dillon Read recommended

the stock. The broker gave

the shares a target price of

250p and upgraded the stock

to "buy" from "hold".

A series of trading state-

ments underlined the recent

trend of strong performances

by information technology

companies. The trading

statement from CMG helped

the shares rise to 227.5p.

after it said sales and profits

were well ahead of last year.

JBA Holdings continued to

benefit from its trading

statement on Monday, which

said first-quarter revenues

were up 58 per cent on the

same period a year ago. The

shares rose 37% to 655p.

MDI continued the trend

of bullish trading statements

from IT groups and the

stock gained 3 to 874p.

Security and investiga-

tions company Capital will

be taken private via an

agreed 175p-a-share bid from

Cheam, a group formed by

venture capitalists and the

management. Cheam is pay-

ing a 35 per cent premium.

FTSE Actuaries Share Indices

Produced in cooperation with the Faculty and Institute of Actuaries

The UK Series

Trading Volume

Major Stocks yesterday

Hourly movements

FTSE 100

FTSE 250

SmallCap

FTSE 100/FTSE 250

FTSE 100/SmallCap

FTSE 250/SmallCap

FTSE 100/FTSE 250

FTSE 100/SmallCap

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Price	Change	High	Low	Est. vol.	Open int.
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4.50	-7.50	771.75	768.00	21,317	29,401
08.0	-53.8	7834.8	7597.0	6,465	18,830
80.0	-90.2	7820.0	7590.0	3,980	3,269

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# STOCK MARKETS

## Caution returns with higher bond yield

### WORLD OVERVIEW

The merger mania that carried stock markets higher on Monday quickly dissipated after the yield on the benchmark 30-year US Treasury bond moved back above 6 per cent, writes Philip Coggan.

With a rash of US economic data out this week and the Federal Reserve's open market committee meeting on May 19, investors were showing signs of cau-

tion. The US stock market's performance on Monday, where the Dow Jones Industrial Average lost much of its early gains, also weighed on sentiment.

Meanwhile, the parlous state of the Japanese economy was confirmed in a statement from the country's Economic Planning Agency.

"The economy is stagnant and conditions are becoming more severe," the agency said. The Japanese 10-year benchmark yield dropped to

another record low of 1.3 per cent.

Asian markets were generally lower with the Indian nuclear tests adding to the tension, although the Indian and Pakistani markets recovered from their worst levels. After the early-1998 rally in Asian bourses, investors are steadily returning to a more gloomy view of economic and corporate fundamentals.

"In economic terms, we have described the region as

having entered a convalescence stage but have been at pains to stress that this period will be at the very least as protracted as other crises in the developing world, which would suggest a two-year workout phase," says the emerging markets strategy team at ING Barings. "This leads us to adopt a defensive strategy built on currency market stability and corporate solvency."

European markets shed some, but not all, of Mon-

day's gains with most bourses 0.5 to 1 per cent lower. The first day of trading in the new Eurotop 100 index futures contract on the London International Financial Futures Exchange saw minimal business, with only 73 contracts traded. The index is traded in option form on the Amsterdam exchange.

Analysts continue to produce research looking at the implications for markets of the drive to European eco-

nomic and monetary union, the latest being the strategy team at Goldman Sachs.

"We expect that monetary union will improve the risk-reward opportunities for equity investors, improve liquidity in equity markets, accelerate the pace of restructuring, rationalisation and consolidation in European industry and raise sustainable valuations through the present asset price cycle relative to history," they conclude.

### EMERGING MARKET FOCUS

## Devaluation fear haunts Caracas

Political uncertainty and economic volatility, for long Venezuela's Achilles heel, have struck again.

Last week, the mounting uncertainty over the outcome of December's presidential elections combined with weak revenues from oil to push the Caracas stock market down to a 13-month low.

In dollar terms, the benchmark IBC index has fallen 32.5 per cent so this year, having shed 30 per cent in 1997.

As a result of this year's steep shortfall in oil revenues, official forecasts for gross domestic product growth have been cut from 4.5 per cent to less than 1 per cent.

The budget deficit is expected to reach around 4 per cent of GDP, up from 0.5 per cent in 1997, and the current account surplus is seen as shrinking to \$500m from \$600m last year.

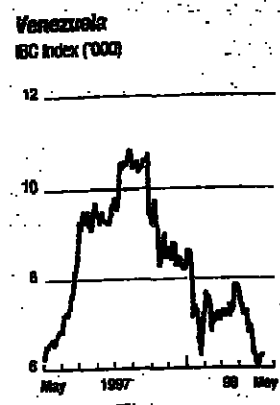
As if this were not enough, investors are having to cope with the rise in popularity of Hugo Chávez, the former coup leader. According to opinion polls, he is now the most popular presidential candidate.

"For the economy and investment in the country, Mr Chávez would be a disaster," said Gert Petersen, executive director of the German-Venezuelan chamber of commerce.

Not surprisingly, capital has been flooding out of the country. To slow this flight, the central bank has raised interest rates by 12 percentage points since January, compounding the investment shift from equities to fixed-income securities.

Higher interest rates appear to have taken the immediate pressure off the currency and the bolivar has managed to return to the central parity of the currency band.

Yet, in spite of claims to the contrary by government officials, the fear of a devalu-



Venezuela IBC Index (1997)

Source: InterForum '98

ation continues to haunt sentiment.

According to some estimates, the bolivar is overvalued by about 30 per cent and continues to appreciate in real or inflation-adjusted terms.

Interest rates are unlikely to rise much more. The government is aware its sleazy policies are strangling economic growth and having a detrimental effect on the banks, where bad credit ratios have jumped in recent months.

Some analysts are beginning to spot an up-side potential. "Values for some companies have reached ridiculously low levels," says Luis Guillermo Rodríguez, mutual fund manager with brokers Merivest.

Large foreign investors who have not yet left are likely to "stick it out," he says. "They have taken their loss and are hoping for a recovery."

Much depends on where the oil price goes from here. And, equally, much depends on whether a consensus candidate can emerge before Venezuelans go to the polls in December.

"As long as the fiscal and electoral outlook does not change, we are going to have a depressed market," says José Gonzalo Muci, president of brokers, Bancarcas.

Raymond Colitt

## US equities unsettled by data concerns

### AMERICAS

US equities turned lower as investors took a defensive action ahead of the release of major economic data, writes John Labate in New York.

Early gains turned to losses, and by early afternoon the Dow Jones Industrial Average had lost 20.93 at 9,070.59. The broader Standard & Poor's 500 index was down 2.80 to 1,103.84. The Nasdaq composite index fell 6.28 to 1,841.73.

"There isn't a high level of comfort I'm picking up on investing at these levels," said Hugh Johnson, chief investment officer at First Albany. "There's been backing away from interest rate-sensitive stocks for more than a week."

Among the fallers on interest rate fears were financial stocks and utility shares. Citicorp tumbled 1% to \$48.75.

The long bond yield, which broke above 6 per cent on Monday, kept the pressure on sentiment. By early afternoon the long bond had gained 1/4 to 101 1/4, easing the yield back to 6.022 per cent.

Fears of higher interest rates topped the list of issues facing Wall Street. The Federal open market committee is set to meet next Tuesday to determine interest rate policy.

Investor caution also came in advance of figures due out later today on retail sales and producer prices.

The recent strong gains for auto sales and consumer confidence have convinced the market that retail sales will rise.

The session's firm features included Wal-Mart, the retail leader, which rose 1/4 to \$52.75 on news of record first-quarter results. Shares of International Paper also climbed, lifting the shares 1/4 to \$54.75.

However, Sunbeam, the consumer products company, continued to fall, slipping a further 1/4 to \$35 the day after reporting a quarterly loss.

The computer sector fell back. The Pacific Stock Exchange's technology index was down 1.94 to 354.96. In the software sector, Microsoft lost 1/4 to \$83 1/4 after reports that Sun Microsystems planned to launch a lawsuit against the industry leader. Shares of Sun were down 3/4 to \$44.

TORONTO followed overseas markets lower and the TSX 300 composite fell 10.59 to 7,710.14 in cautious trading. The gold sub-index declined 0.8 per cent while the financial services sector lost 0.4 per cent.

Canadian Natural Resources, which reported a 78 per cent decline in first-quarter earnings due to weak oil prices, fell 10 cents to C\$38.15.

YBM Magnex International, a metals group, lost 1.6 cents to C\$13 after it announced that it was applying to regulators for a 45-day extension for mailing its financial statements.

Northern Telecom rose 70 cents to C\$92. The company announced that its Australian subsidiary had acquired a 33 per cent stake in Photonic Technologies, a Sydney-based telecom component designer and manufacturer.

## São Paulo drops steeply

SAO PAULO lost ground at mid-session as investors awaited the congress vote on pension reform.

The Bovespa index plummeted 358 or 3.2 per cent to 10,836 as most investors remained on the sidelines.

The government's social security reform programme suffered a blow recently when it failed to stop the suspension of a minimum retirement age.

Meanwhile, the São Paulo state government said yesterday that it had a new plan for the sale of its power utility Cesp.

MEXICO CITY lost ground on heightening worries over an imminent rise in US interest rates. The IPC index fell 83.91 or 1.7 per cent to 4,758.63 on selling by foreign investors.

A Reuters survey of Mexico City brokers predicts the index will rise above 6,000 by the end of the year.

In BUENOS AIRES, the Merval index lost 11.03 or 1.6 per cent to 689.27.

Shares declined in spite of positive quarterly results. Traders said the figures were already built into the share prices.

## Frankfurt falls on rate worries

### EUROPE

Solid performances by a sprinkling of blue chips helped pare early losses in FRANKFURT where renewed interest rate worries and a dull day for bonds sent the market lower.

Henkel and Hoechst gained ground while news that it planned to pull out of the race for Rolls-Royce Motor Cars boosted BMW. But the broad trend was unmistakably downwards. The Xetra Dax ended electronic trading off 40.93 at 5,307.82 after touching a low of 5,266.70.

Deutsche Telekom fell to DM43.50 at one stage before settling 74 pf lower at DM44.85 on worries about provisions which the company said would make a "considerable impression" on this year's profits.

Insurers also showed marked weakness. Allianz lost DM10.50 to DM58.10 and Munich Re Dm16.60 to DM56.40.

Among chemicals, Henkel rose DM9.50 to DM58.70 on strong first-quarter results while Hoechst put on 85 pf at DM74.60 following a swirl of merger rumours which linked the group with Roche of Switzerland.

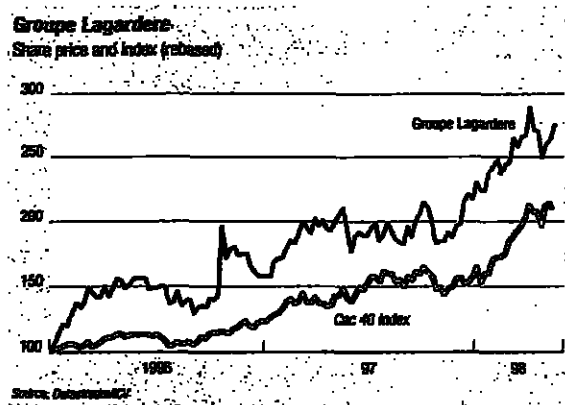
BMW gained DM6 to DM2,010. Volkswagen, the rival bidder for Rolls-Royce Motor, lost DM25.10 to DM1,447.

PARIS moved lower with falls among cyclical stocks leading the CAC 40 index down by 28.91 at 3,987.33 in modest volumes.

Oils stocks pushed higher, rising above the broad sweep of selling thanks to the recent better tone for international oil prices and helped by broker optimism ahead of today's annual meeting at Total.

Elf Aquitaine added FF32 to FF225 and Total gained FF16 to FF764. Merrill Lynch published a positive note predicting improved trading conditions in the second half of 1998 while Lehman Brothers saw Total as a good buying opportunity.

Renault did its best to keep the motor sector consolidation stories bubbling, adding FF1.40 at FF318, but Peugeot, which many



Group Lagardere Share price and index (1998)

observers see as a partner for Renault, gave up FF17 at FF11,178. Tyre giant Michelin shed FF5.30 to FF366.50 after Lehman Brothers shaded its earnings estimates for this year.

Lagardere rose FF9.50 or 4 per cent to FF246.5 for a two-day rally of almost 7 per cent on talk that the defence and media conglomerate planned to shed its media business. The hot rumour yesterday was that Lagardere would spin off its media arm into a separate entity rather than sell it.

Bic advanced FF16.40 to FF438.90 following an upbeat annual meeting for the disposable pen and razor group. Credit Foncier, the property bank which has attracted four rival bids, ended FF10.90 or 10.1 per cent higher at FF118.40.

The day's main fallers were SGS-Thomson, off FF32 or 6 per cent at FF498, and Cap Gemini which lost FF34 or 4.3 per cent at FF757.

ZURICH saw heavy falls for financials as worries about interest rates sent a shiver through bonds and pushed the share market lower. The SMI index ended off 50.2 at 7,827.3.

The banks were under clear pressure with CS Group down SF5 at SF324.50 and UBS and SBC slipping SF21 to SF2,603 and SF8 to SF367 respectively. Swiss Life, a strong market on Monday ahead of the 1997 results, came off SF34 to SF1,300 on the figures.

The day's gainers included Sulzer, which rose SF20 to SF71.187 after gaining pro-

## Jo'burg dented by weak rand

### SOUTH AFRICA

Depressed by rand weakness and a shake-out at South African Breweries, shares in Johannesburg moved steeply lower with the all-share index ending off 154.5 or 1.9 per cent at 8,016.0.

Financials fell 227.4 to 13,450.7 and industrials gave up 184.4 to 9,688.2. Disappointing results sent SA Breweries down R10 or 6.3 per cent to R251.

Gold continued to improve, adding 12.8 to 1,062.9.

## Karachi hit by N-test fall-out

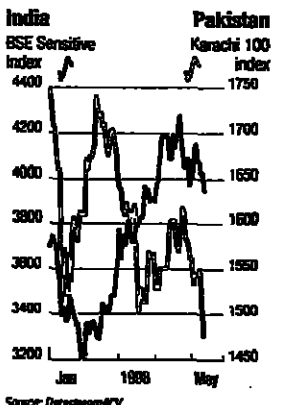
### ASIA PACIFIC

Rising regional tensions in the wake of India's nuclear tests and the growing international political war of words sent KARACHI tumbling almost 5 per cent. But late in the day, speculative short-covering trimmed the losses and the KSE-100 index finished 22.89 or 1.5 per cent lower at 1,491.31.

The early fall was attributed to concerns that Pakistan might increase its defence spending in next month's budget, and fears foreign investment to the region could be hit.

BOMBAY recovered from a sharp early fall as investors had second thoughts about the impact of possible international sanctions. The BSE-30 index dropped to 3,917.90, but recovered to close 77.07 weaker at 3,945.13.

Software shares were hard hit in early trade on fears that sanctions might hit exports, but dealers said the misgivings were far-fetched. One analyst added there was likely to be an increase in the perceived investment risk in India, but foreign investment did not consti-



India BSE Sensitive Index (1998)

tute a substantial portion of the country's gross domestic product, he said.

TOKYO ended little changed on fresh uncertainties about the economy and concerns about the prospect of deflation, writes Gillian Tett in Tokyo. The Nikkei 225 average finished 59.42 lower at 15,322.48 after trading in a tight range between 15,306.92 and 15,448.50. Volume was 350m shares, up from Monday's 270m.

Traders said trading was partly subdued by the forthcoming G8 summit. However, the index was slightly buoyed in the morning by

continued optimism that Daimler-Benz, the German motor manufacturer, would press ahead with its plans to acquire Nissan Diesel Motor, an affiliate of the Nissan group.

The story fuelled optimism that other Western companies might soon try to acquire Japanese groups.

Nissan Motor was actively traded for the second day running, rising Y23 to Y457. The assembly group, Nissan Shatai, rose Y36 to Y356, and parts maker Ichikoh Industries Y17 to Y271. Meanwhile, Nissan Diesel Motor jumped to Y290 from Friday's Y180. Other carmakers benefited: Toyota Motor climbed Y20 to Y3,470, Suzuki Motors Y20 to Y245, Suzuki Motor Y70 to Y170 and Daihatsu Motor Y37 to Y506.

But outside the car sector, sentiment was more subdued amid new gloomy data about the economy. In addition, new rumours of financial companies facing problems helped dampen sentiment.

The Topix index of all first-section shares improved 2.07 to 1,204.86. HONG KONG ended steeply lower after a session dominated by futures-led

selling. Both the May and June equity contracts ended at a discount of almost 1 per cent to the cash market, which fell 2.5 per cent with the Hang Seng index off 254.86 at 9,841.51. This is the benchmark's lowest level since February.

HSEC lost HK\$6 at HK\$211 and Cheung Kong was down HK\$2 at HK\$47.70. HK Telecom, supported by the raft of industry consolidation stories sparked by US telecom mergers, improved 20 cents to HK\$15.10.

SEOUL was shaken by fears of a spate of corporate failures and the composite index came off 9.72 or 2.7 per cent to 351.88.

Fears that the government's push for reform would trigger the closure of unhealthy enterprises depressed sentiment among private investors. The government is expected to make commercial banks cut off fresh credit to weaker corporations. However, foreigners were heartened by the news and were net buyers.

Hanwha Group fell Won240 to Won1,760, while Kohap Petrochemical declined Won240 to Won1,760.

Wednesday June 10th, QE11 Conference Centre, Westminster, London.

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### EVENT PROGRAMME

Morning - Welcome by the Chairman, Peter Martin, Acting Deputy Editor, Financial Times

Keynote Address - Barbara Roche MP, Minister for Small Firms, Trade and Industry

► Electronic Commerce - enabling organisations to deliver a better quality of service to customers.

► How pricing, production and marketing materials are changing.

► Supply Chain Mechanisms.

► The effect of electronic commerce on business accounting and financial systems.

► Dealing with the Millennium bug.

Afternoon - Opening address given by Frank Gibson, IT Manager Business Link, Essex, followed by five case studies of companies who have expanded their business with the use of Internet technology.

Q&A Session - To conclude, a 30-minute Q&A Session, with all afternoon speakers participating, taking questions from delegates.

### SPEAKERS

Speakers include: Stelios Hajioannou, Chief Executive, easyJet; Gwyneth Flower, Executive Director, Action 2000 (the governments initiative to tackle the millennium bug); Simon Murdoch, Managing Director, Bookpages; Charles Dukes, Managing Director, Swift Coolways; plus Ford Motor Company, Business Software Alliance and others.

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Wednesday June 10th

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